ILO programme implementation

ILO PROGRAMME IMPLEMENTATION
2000-01

REPORT OF THE DIRECTOR-GENERAL

ILO PROGRAMME IMPLEMENTATION 2000-01

INTERNATIONAL LABOUR CONFERENCE
90th Session 2002

INTERNATIONAL LABOUR OFFICE
GENEVA

This report may also be consulted on the ILO Internet site (http://www.ilo.org/public/english/standards/relm/ilc/ilc90/reports.htm).

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Preface

This document contains the report on ILO programme implementation 2000-01 as examined by the Governing Body at its 283rd Session (March 2002). The report of the discussion in the Programme, Financial and Administrative Committee is attached as Appendix VIII to the current document.

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Executive preface by the Director-General

The Programme and Budget for 2000-01 was the first to be approved under the Decent Work Agenda. Its implementation is a measure of how far we have come and how much we still need to do. I am confident that the lessons we have learned as we carried out this programme, together with the feedback from our constituents as they assess our performance, will constitute a solid foundation for achieving our long-term objectives.

Meanwhile, there is much that we – both the Office and the Organization – can already look to with a sense of accomplishment. We have expanded our visibility and influence in many of the most significant global debates of our time. We made strides towards a much more integrated policy and programme agenda. We have energetically responded, within resource constraints, to the needs of working women and men and to the labour and social challenges that emerged in regions around the world. In doing this, we again demonstrated the value of tripartism and social dialogue in decision-making at all levels.

In my introduction to Volume 1 of the programme and budget for the biennium, I proposed a new approach, based on tripartite consensus on decent work and four strategic objectives. InFocus programmes were established to concentrate and integrate activities of the Office. Strategic budgeting was introduced to ensure that resources would be applied where they would achieve the most impact and in the most cost-effective ways.

This report on programme implementation indicates the extent of progress toward those goals. The list of impacts is long and substantial. The commitment to fundamental principles and rights at work is stronger and accompanied more frequently by practical action. Elimination of the worst forms of child labour has become an international priority. We have established a new global employment agenda to enhance employment opportunities. Action on HIV/AIDS has been added while the Conference has revitalized our social security priorities. Employers' organizations, workers' organizations and labour administrations have been strengthened and social dialogue has been reinforced. We have influenced multilateral policy thinking on globalization.

Even with this success, we cannot say that we have achieved everything that we had hoped. Our technical cooperation delivery was insufficient. There remain a number of cases in which our work requires greater focus, better integration and coherence, and a more judicious choice of strategies and action. This report details these problems and points to some of the lessons and responses.

The degree to which we are able to identify and rectify problems is a reflection of our increased effectiveness in the use of results-based management techniques. We still have much to do to realize the promise of strategic budgeting, but this first biennium of experience has seen important progress.

I believe that the debate on this implementation report will have important implications for our future work. We have made considerable effort to ensure that the information provided will permit our constituents to guide our objectives and improve our strategies. I welcome the opportunity to learn from the discussion of this report.

Geneva, January 2002. Juan Somavia.

Introduction

1. This report on ILO programme implementation in 2000-01 meets the commitment to report annually to the Governing Body on ILO performance.[1] It sets out the main achievements for the biennium in terms of the performance indicators and targets reported to the Programme, Financial and Administrative Committee in November 2000.[2] It also identifies the principal difficulties and constraints that have been faced, as well as the remedial action that has been taken.

2. It has been agreed that this report, together with the comments of the Governing Body, will be submitted to the 90th Session of the International Labour Conference in June 2002. It thus fulfils the requirement that the Director-General report on the activities of the Organization for each financial period.[3]

3. The report is as complete as possible given the timing of its preparation. Certain information was not yet available at the end of 2001, due in particular to the time required for closing of financial accounts. This information will be inserted into the version of the report submitted to the Conference as indicated in the tables and list of appendices.

4. This is the first biennial report on programme implementation using strategic and results-based programme budgeting and accountability concepts. A brief summary of the current status of strategic budgeting in the ILO is found below.

5. The report is organized according to the ILO's four strategic objectives. There is also a brief section on the ILO's cross-sectoral activities, its governance, management and support operations and on major strategic priorities in the regions.

6. While the report emphasizes performance in terms of the indicators and targets established for the biennium, it also notes major outputs, meetings and technical cooperation projects that were demonstrably significant in the achievement of specific targets or in work towards indicators. Within the limits of the financial system, it provides information on allocations and expenditures by strategic objective, including for extra-budgetary resources.

7. The purpose of this report is to give the Governing Body and the Conference an opportunity to exercise their governance responsibilities with respect to the ILO programme as a whole. This includes an assessment of the work accomplished and guidance on future priorities. These will be used in implementing the Programme and Budget for 2002-03 and in the preparation of the Programme and Budget proposals for 2004-05.

8. There is a vast amount of information on ILO programme implementation and performance that could not be included in this report for reasons of space and practicality. Much of this information is included in more detailed reports that are submitted to the Governing Body and the Conference on specific topics and programmes. Reference is made to such additional information throughout this report, in particular when it is immediately available through the Internet.

[1] GB.276/PFA/9, paras. 157 and 158.

[2] GB.279/PFA/7.

[3] GB.279/PFA/6, para. 6.

Strategic budgeting

9. The Programme and Budget for 2000-01 is the ILO's first strategic budget, an initial effort to apply results-based management concepts and tools. Strategic budgeting operates by establishing measurable performance objectives, focusing programmes on the achievement of these objectives through increased accountability, monitoring implementation to improve strategies and to allocate resources where they can be most effectively used, and reporting on performance for use in resource allocation and related decisions.

10. The Governing Body has been closely associated with the establishment of strategic budgeting. The Director-General fundamentally altered the form and content of his Programme and Budget proposals for 2000-01 in response to the Governing Body's wishes. The strategic and operational objectives that are the backbone of the strategic budget were established on the basis of wide consultations and tripartite consensus. Discussion of the Strategic Policy Framework, the ILO evaluation strategy, revised Programme and Budget for 2000-01: Performance indicators and targets, the Report on programme implementation in 2000 and the Programme and Budget proposals for 2002-03 have all provided opportunities for review and additional guidance.[1]

11. Full implementation of strategic budgeting is a long-term process, normally taking five to ten years. The first stage in application of strategic budgeting in the ILO consisted of reaching tripartite consensus on strategic and operational objectives, establishing a first set of measurable performance indicators and related targets, restructuring the Office along the lines of the strategic objectives to provide greater focus and accountability, and acquiring initial experience in programme implementation and reporting using the new approach. That stage is now complete.

12. A second stage is now in progress, based on the need to deepen application of strategic budgeting in practice at unit level. This requires improved work planning, more accurate and reliable performance measurement, and greater coherence and collaboration among the headquarters sectors and the regions. A number of steps are under way, built around the Programme and Budget for 2002-03. They include:

- establishment of a work planning database for all technical and regional units, available across the Office through the Intranet;
- consultations between the technical sectors and regions on programme planning, initially through a joint programming workshop held in October 2001;
- integration of regular budget and extra-budgetary resources in all programming exercises;
- pilot exercises on formulation of unit-level objectives, indicators and targets in two InFocus programmes, to be followed in early 2002 by production of training materials and training workshops, starting with workshops in the regions;
- launching of the first two evaluations of InFocus programmes, to be submitted to the Governing Body in November 2002.

13. In the work so far, a major constraint has been the absence of a specific budget allocation for organizational renewal. Fortunately, in mid-2001 extra-budgetary resources were made available for one year's work on strategic deepening by the Department for International Development of the Government of the United Kingdom.

14. A number of lessons can be drawn at this stage, including several that come directly from the Governing Body's consideration of the programme implementation report for 2000. Among the most important are:

[1] GB.279/PFA/6 and .), paras. 67-119; GB.279/PFA/8 and GB.279/10/3(Corr.), paras. 58-66; GB.279/PFA/7 and GB.279/10/3(Corr.), paras. 4-57; GB.280/PFA/6; GB.280/PFA/7 and GB.280/11/3, paras. 1-405.

- objectives stated in terms of outcomes in member States can only be achieved with the active involvement of ILO constituents. Experience suggests that informal consultation is not always sufficient. Country objectives, while sometimes useful, were not always linked to the strategic budget. A new approach, tentatively called "Decent Work Country Programmes", will therefore be established to ensure that constituents are formally and systematically involved in planning and action;
- the application in practice of strategic budgeting requires extensive communication and training for management and staff. While there is evidence in this report of greater emphasis on the impact of ILO action, much remains to be done to establish a true performance culture;
- work planning, and in particular planning that better integrates contributions from different headquarters sectors and the regions, is at an early stage and requires greater attention and support;
- performance measurement and establishment of baselines and benchmarks is another area that requires greater support. This, in particular, needs to address the qualitative nature of many outcomes and difficulty in attributing responsibility for particular outcomes to the ILO;
- the application of strategic budgeting to management and support services has not been sufficient and requires specialized and concentrated efforts;
- the ILO's financial system does not fit easily with strategic budgeting. A special effort will be made to ensure that the enterprise resource planning (ERP) now under development will provide better data for both management and governance purposes.

15. The link between reported performance and the programme and budget process is an area that will receive intensive attention in the coming months. The discussion of the present report in the Governing Body will launch a new programming process. The Programme and Budget proposals for 2004-05 will for the first time have the benefit of the Governing Body and International Labour Conference discussions of the ILO's performance in programme implementation.

The strategic objectives

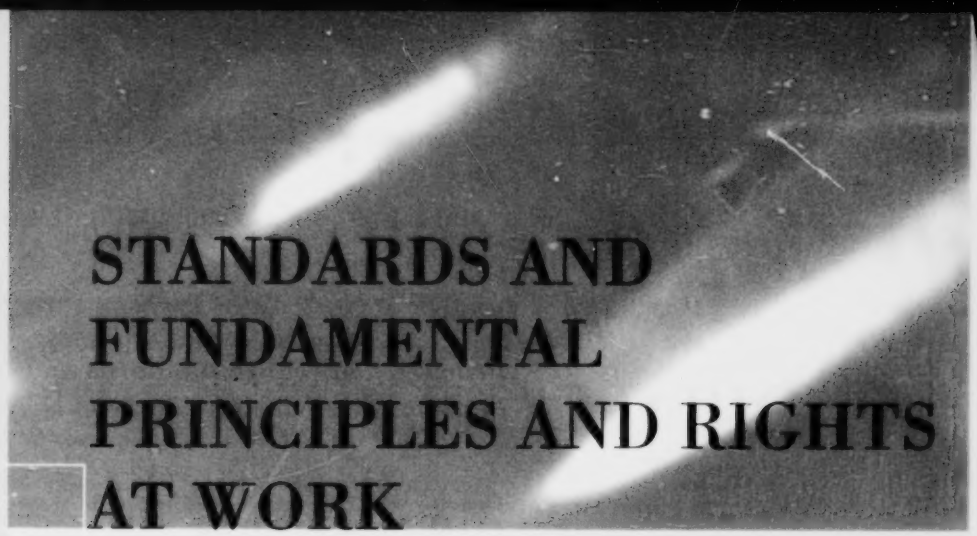
16. This section of the report describes progress achieved in relation to the targets set under each of the four strategic objectives of the ILO. The work of all programmes and regions is integrated in this section.

17. Some of that information is provided through tables that set out the targets for all indicators and the outcomes achieved. That quantitative data includes some basic information on initiatives and sites where those initiatives took place. A commentary is provided for each operational objective. These have been drafted based on the guidance that was provided at the 280th Session (March 2001) of the Governing Body as it reviewed the implementation report for 2000. [1]

18. Following that guidance, the scope of the commentaries is generally restricted to a high-level analysis of strategies and approaches. While they note some significant milestones and provide certain examples, this has been included for explanatory purposes and to show regional variations. As requested by the Governing Body, the commentaries do not duplicate material in the tables. Where appropriate, they also identify other reports of the Office that provide more details on specific activities.

19. The commentaries offer assessments of the strategies that were used and explain the level of results achieved. They indicate the lessons learned by programmes and regions during the biennium, and particularly those that have resulted in changes in strategy or to the strategic planning and budgeting process. The commentaries show that most significant ILO outcomes are achieved through processes that extend over more than one biennium.

[1] GB.280/PFA/6.



STANDARDS AND FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK

"... the ILO is the constitutionally mandated international organization and the competent body to set and deal with international labour standards, and enjoys universal support and acknowledgement in promoting fundamental rights at work as the expression of its constitutional principles."

(ILO Declaration on Fundamental Principles and Rights at Work)

Strategic objective

Promote and realize standards and fundamental principles and rights at work

OPERATIONAL OBJECTIVES

Standards and fundamental principles and rights at work

Child labour

Normative action

Strategic Objective No. 1:
Promote and realize standards and fundamental principles and rights at work

Resources for standards and fundamental principles and rights at work in 2000-01 (US$)	
Regular budget strategic resources 2000-01 (revised using 2002-03 methodology)	69 711 745
Actual regular budget expenditure 2000-01	(Available at ILC)
Estimated expenditure on technical cooperation (Programme and Budget for 2000-01)	43 086 000
Actual extra-budgetary expenditure 2000-01	(Available at ILC)

20. During 2000-01, the ILO met or exceeded 71 per cent of the targets set under this strategic objective, exceeding projections in ten out of 17 targets, not meeting them in five cases. The follow-up to the Declaration on Fundamental Principles and Rights at Work became operational, and action programmes on freedom of association and the promotion of the right to collective bargaining as well as on forced labour were launched. Technical cooperation on fundamental principles and rights relating to child labour was thus complemented by significant new programmes covering other categories of these principles and rights.

21. Ratifications of fundamental ILO Conventions continued to increase beyond expectations, reflecting both the desire of the international community to give expression to its commitments since the 1995 Copenhagen Summit and the 1998 adoption of the Declaration and the ratification campaign conducted by the Office. Near-universal ratification of the eight fundamental Conventions is becoming a reality although some noticeable gaps are likely to remain. The progress of ratification of the Worst Forms of Child Labour Convention, 1999 (No. 182), can be called unprecedented, with the overall figure reaching 113 by the end of the biennium. Also, the ratifications of the Minimum Age Convention, 1973 (No. 138), increased to 116.

22. The InFocus Programme on Child Labour (IPEC) continued to attract increased donor support and improved significantly its delivery rate. It has become the biggest single technical cooperation programme of the Organization. The InFocus Programme on Promoting the Declaration exceeded its objectives in terms of technical cooperation programmes introduced, due to significant donor interest. Consequently, the strategic objective now accounts for more than half of the ILO's extra-budgetary technical cooperation.

23. As ratifications continue to mount, strategies on the fundamental principles and rights will increasingly emphasize implementation. Issues identified by the supervisory bodies, reports under the Declaration or requests for assistance from countries concerned will orient action. This underlines the need for close cooperation between programmes at headquarters and between headquarters and the field.

24. Standards supervisory procedures have been under review, and there is agreement on a new schedule for regular reporting under article 22 of the Constitution. The aim is to reduce the workload of both governments and the Office. This will enable a better focus on related goals such as the promotion of up-to-date Conventions.

25. The work on identifying needs for revision of Conventions and Recommendations has largely been concluded, leading to agreement on what is up to date in the body of normative instruments of the ILO. This has established a consensus on how the International Labour Conference will determine future standard setting and related action.

Operational objective 1a: Standards and fundamental principles and rights at work

Indicator	Target and outcome
1a.1. Member States that have ratified at least one Convention in each of the four categories of fundamental principles and rights.	**Target:** 122 member States. **Outcome:** 124 member States: the following 50 additional during the biennium (50 additional States to have ratified at least one Convention in each of the four categories) – **Angola, Austria, Bahamas, Bangladesh, Barbados, Belize, Benin, Brazil, Burundi, Cameroon, Canada, Cape Verde, Central African Republic, Chad, Colombia, Czech Republic, Democratic Republic of the Congo, Ecuador, Equatorial Guinea, Eritrea, Estonia, Gabon, Gambia, Ghana, Japan, Kazakhstan, Kenya, Republic of Korea, Lebanon, Lesotho, Madagascar, Mali, Mauritania, Mexico, Morocco, Namibia, Pakistan, Panama, Papua New Guinea, Paraguay, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, South Africa, Sri Lanka, Syrian Arab Republic, United Kingdom, Yemen, Yugoslavia and Zimbabwe.** In addition, the following 8 States have during the biennium joined the group of countries which have ratified at least one Convention in three of the four categories, making 157 countries in all: **Bahrain, Mongolia, New Zealand, Qatar, Saudi Arabia, Singapore, Thailand** and **Uganda.** A total of 108 States have ratified one or more fundamental Conventions during the biennium.
1a.2. Member States in which there are positive changes, as noted in the Expert-Advisers' Introduction to the 2001 Compilation of annual reports on the Declaration.	**Target:** 10 member States. **Outcome:** Governments' reports mention various policy innovations, legislative changes and institutional improvements made in recent years. These are recorded in the Compilation of annual reports. The Expert-Advisers' Introduction contains a number of references to them. However, the Expert-Advisers do not feel that there is sufficient information available to measure progress in particular countries and for them to comment on developments.
1a.3. Member States that have begun implementation of gender-sensitive technical cooperation that specifically addresses needs or problems identified in reports submitted under the Declaration, the Introduction by the Expert-Advisers or plans of action adopted by the Governing Body.	**Target:** 10 member States. **Outcome:** 29 member States. **Antigua and Barbuda, Bahamas, Bangladesh, Barbados, Belize, Benin, Bolivia, Bulgaria, Burkina Faso, Cambodia, Dominica, Grenada, Guyana, India, Indonesia, Jamaica, Kenya, Mali, Nepal, Nigeria, Romania, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, United Republic of Tanzania, Trinidad and Tobago, Uganda and Ukraine.**

Strategies, results and lessons learned

26. Work has increasingly been focused on issues beyond ratification. One issue is dealing with requests by member States for assistance in implementing the Conventions once ratified. Such an approach was followed, for instance, with Cambodia, Indonesia and a number of other countries where ratification of fundamental Conventions was explicitly followed up by assistance programmes. As such assistance takes various multidisciplinary forms – such as awareness raising, legislative advice, strengthening of institutions and training of personnel – greater cooperation between headquarters and the field as well as various units within the sector of standards and fundamental principles and rights at work and other sectors has been called for.

27. Another issue has been support for follow-up procedures. The framework for this has been considerably strengthened by the three-part follow-up process of the Declaration on Fundamental Principles and Rights at Work: annual reports on situations where fundamental Conventions have not been ratified; a global report each year on one of the categories of these principles and rights; and, based on this, an action plan for technical cooperation. In the biennium 2000-01, the Governing Body approved the first ever technical cooperation action plans on both freedom of association and the right to collective bargaining (2000) and forced labour (2001). Implementation of both plans has started.

More details on the work of the InFocus Programme on Promoting the Declaration are available at:
http://www.ilo.org/public/english/standards/decl/

28. Action on forced labour has attracted much interest because it covers the increasingly topical issue of trafficking in human beings. Activities to strengthen freedom of association rights are being carried out in over 35 countries. Follow-up procedures have in general raised awareness of shortcomings and the need for action. An example of positive developments is the agreement signed between the Office and the Gulf Cooperation Council, leading among other things into activities for the promotion of freedom of association in Bahrain, Qatar, Saudi Arabia and the United Arab Emirates. Some countries have not reported positive changes, and a handful have not yet been persuaded to participate in the process.

29. The reporting processes have also helped to identify other opportunities for assistance and technical cooperation, including action which ensures attention to gender considerations. It has to be noted, however, that requests for assistance exceed the resources currently available through either the regular budget or extra-budgetary funds. In addition, many requests are primarily for legislative advice whereas the comprehensive Declaration programmes aim at broader action, including advocacy, to favour the environment for respecting and realizing the fundamental principles and rights at work. This means that they call for a more resource-intensive approach than legislative advice alone – although, naturally, such advice has to be part of a comprehensive approach.

30. In 2000, the follow-up led to national or subregional projects in eastern and western Africa, South and South-East Asia, Central America and the Caribbean, concentrating on freedom of association, collective bargaining and institutional improvement for industrial relations. In 2001, further projects were initiated in southern and northern Africa, Arab States, eastern and South Asia, and countries in transition (Ukraine). These programmes will demonstrate outcomes in the coming biennium.

Benin: From commitment to fulfilment

Benin has ratified eight core Conventions and has taken an active role in following up by reporting on their application to the Committee of Experts. This led to an exercise supported by the Office and the Government of France to analyse the obstacles to full implementation of the core Conventions in the country. A tripartite process led to a plan of action that included legal reforms and new policies. The expectation is that this will also lead to greater public awareness of the fundamental principles and rights at work, capacity building for employers' and workers' organizations and in labour administration. Similar processes have begun in Burkina Faso and Niger.

31. The action plan for the elimination of all forms of forced and compulsory labour, approved by the Governing Body in November 2001, also signified the setting up of a Special Action Programme to Combat Forced Labour. In line with the overall approach on the promotion of fundamental principles and right at work, this programme will have knowledge, advocacy, and technical cooperation components. Two sizeable projects have already been launched, in Brazil and Nepal, with others to follow in some African and South Asian member States.

Operational objective 1b: Child labour

Indicator	Target and outcome
1b.1. Member States that ratify:	
(i) the Minimum Age Convention, 1973 (No. 138):	**Target:** 20 additional member States. **Outcome:** 32 ratifications during the biennium: **Angola, Austria, Bahamas, Barbados, Belize, Benin, Brazil, Burundi, Cameroon, Central African Republic, Colombia, Democratic Republic of the Congo, Ecuador, Eritrea, Gambia, Japan, Kazakhstan, Lesotho, Madagascar, Mauritania, Morocco, Namibia, Panama, Papua New Guinea, Seychelles, South Africa, Sri Lanka, Syrian Arab Republic, United Kingdom, Yemen, Yugoslavia** and **Zimbabwe.**
(ii) the Worst Forms of Child Labour Convention, 1999 (No. 182).	**Target:** 87 member States. **Outcome:** 114. Ratifications during the biennium (108): **Albania, Algeria, Angola, Argentina, Austria, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belize, Benin, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Canada, Cape Verde, Central African Republic, Chad, Chile, Costa Rica, Croatia, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Dominica, Dominican Republic, Ecuador, El Salvador, Equatorial Guinea, Estonia, Finland, France, Gabon, Gambia, Ghana, Greece, Guatemala, Guyana, Honduras, Hungary, Iceland, Indonesia, Iraq, Italy, Japan, Jordan, Kenya, Republic of Korea, Kuwait, Lebanon, Lesotho, Libyan Arab Jamahiriya, Luxembourg, Madagascar, Malaysia, Mali, Malta, Mauritania, Mauritius, Mexico, Mongolia, Morocco, Namibia, New Zealand, Nicaragua, Niger, Norway, Oman, Pakistan, Panama, Papua New Guinea, Paraguay, Philippines, Portugal, Qatar, Romania, Rwanda, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, San Marino, Saudi Arabia, Senegal, Singapore, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, United Republic of Tanzania, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Viet Nam, Yemen, Zambia** and **Zimbabwe.**
1b.2. Member States that carry out national quantitative and qualitative studies on the extent of child labour.	**Target:** 30 additional member States. **Outcome:** 37 member States and 1 other entity. **Argentina, Bangladesh, Belize, Bolivia, Brazil, Cambodia, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Estonia, Ethiopia, Georgia, Ghana, Guatemala, Honduras, Jamaica, Kenya, Lebanon, Malawi, Namibia, Nepal, Nicaragua, Nigeria, Panama, Philippines, Romania, South Africa, Sri Lanka, United Republic of Tanzania, Thailand, Turkey, Uganda, Ukraine, Zambia** and **Zimbabwe** (as well as territories under the **Palestinian Authority**).
1b.3. Member States that formulate policies and programmes specifying time-bound targets for the elimination of the worst forms of child labour, taking into account the special situation of the girl child.	**Target:** 12 additional member States. **Outcome:** 3 member States. **El Salvador, Nepal** and **United Republic of Tanzania.**
1b.4. ILO extra-budgetary technical cooperation expenditure supporting the elimination of child labour.	**Target:** $44 million. **Outcome:** $53 million.

Indicator	Target and outcome
1b.5. Children who directly benefit from ILO action (through either preventive measures or rehabilitation), in particular in regard to the worst forms of child labour, and the girl child.	**Target:** 260,000 children. **Outcome:** 311,000 cases of service provided to children.

Strategies, results and lessons learned

32. The success that was accomplished across this operational objective reflected the deep interest in child labour that initially helped lead to the adoption of the Convention. Campaigning efforts took place in a very receptive context. That was indicated by the rate of ratifications in all regions and the growth of interest among developing and donor countries that exceeded the already ambitious expectations reflected in the performance indicators under this operational objective.

> A much more exhaustive analysis of actions under this operational objective can be found in "Action against child labour 2000-01: Progress and future priorities":
> http://www.ilo.org/public/english/standards/ipec/about/implementation/ipecreport.pdf

33. Of the five performance indicators under this operational objective, targets were exceeded for ratification numbers, studies and delivery. The target for policies and programmes specifying time-bound targets for the elimination of the worst forms of child labour was not fully met, despite substantial progress. The constraints on full achievement of the target included more intensive preparatory work than expected and the difficulty of gaining member State commitment to move towards individual programmes without firm and long-term financial undertakings to support that commitment.

34. The programme and budget defined the target for beneficiaries in terms of specific numbers of children. However, to better reflect the differences in the kinds of actions that are necessary to reduce the numbers of children in the worst forms of child labour, the identification of results was done by tracking the services provided to children.

35. This choice of targets reflected more general management attention to how best to demonstrate impacts. For example, work took place to show that children who were removed from child labour did not simply move to other, often more dangerous and difficult to identify, areas. This led to the testing of different child labour monitoring systems to identify and follow the number of beneficiaries reached. Experience with these systems will be used to develop guidelines and models to make future tracking systems more cost-effective and sustainable.

Trade unions and government working together in Turkey

A six-month campaign helped move 2,000 Turkish children from hazardous work to the classroom. The programme is a joint effort of three trade unions in Turkey that overcame political differences to cooperate with each other and with the Ministry of National Education. It was implemented as part of the larger IPEC country programme for Turkey.

After initial planning and the identification of vulnerable working street children under the age of 15, trade union members and volunteers contacted the children's parents. The partners stressed the hazards of child labour, the importance of education and the opportunities available. A monitoring mechanism and educational support programme was started by the Ministry to ensure the educational success of the children.

36. The programme's structure has been adjusted to enable child labour to be mainstreamed in the Office's work. This will be reinforced in 2002-03 with the creation of five new multidisciplinary team (MDT) posts.

37. Key achievements under this operational objective can be summarized in four major categories:

- *Ratification of key Conventions on child labour* – The rapid pace of ratifications was the result of a strategy with two elements in practice. One was the use of the first dedicated campaign team that the Office had ever created to support a ratification campaign. The work of this team included the development of a wide range of communications strategies and products and their use around the world. As the bulk of ratifications were achieved, communications began to emphasize implementation. The second element was support for technical cooperation. This created a climate in which member States recognized that their commitments to ratify the Conventions would be followed up by support for action. Both elements involved the work of many units in the field and headquarters which, along with the degree of donor interest and the attention to time-bound programmes and the mainstreaming of the child labour issue, also helped place child labour on many national development agendas.

- *Improved delivery* – In order to meet the challenge of rapid growth, IPEC scaled up its programme activities, accelerated the decentralization process to ensure stronger links to the field and introduced various measures to improve delivery. This fitted with efforts to improve quality, to achieve economies of scale and to strengthen financial controls, monitoring and evaluation. The ratio of delivery to allocations also increased significantly, from 30 per cent in 1999 to 54 per cent in 2000, and 60 per cent projected for 2001.

  In the external audit report on IPEC in 1999, it was noted that the average value of activities had been less than US$50,000, an unsustainably small level to manage. During 2000-01, donors provided funding for more than 50 large-scale projects, increasing the level of new approvals from a total of some US$63 million during the 1998-99 biennium to over US$100 million in 2000-01.

- *Expansion of the knowledge base* – Policy research, data collection and analysis and evaluation methodology were recognized as vital for the effectiveness of technical cooperation and enhanced national capacities to deal with child labour. These functions were enlarged considerably during 2000-01. The problem of inadequate knowledge bases was successfully addressed with the completion of many SIMPOC studies and the launch of others. This work improved the ongoing policy dialogue on the nature, causes and remedies of child labour. It also raised the ILO public profile as a source of reliable information and supported practical implementation efforts.

- *Enhanced cooperation on child labour issues* – Work under all strategic objectives can help to contribute to the elimination of the worst forms of child labour. Enhanced cooperation between IPEC and other ILO units and programmes during 2000-01 helped to reinforce this common mission. As well, the Office forged stronger links with other agencies through the global research project on "Understanding Children's Work", carried out jointly with UNICEF and the World Bank, and also specifically in the countries with time-bound programmes. For example, this helped to build links to work on poverty-related issues supported by the World Bank. Considerable emphasis was placed on promoting the coverage of child labour issues in the World Bank-supported poverty reduction strategy papers that are discussed in other sections of this report.

Operational objective 1c: Normative action

Indicator	Target and outcome
1c.1.	
(i) reports processed for the Committee of Experts;	**Target:** 90 per cent of reports received. **Outcome:** 68.2 per cent in 2000, 70.1 per cent in 2001.
(ii) complaints examined by the Committee on Freedom of Association.	**Target:** First examination by CFA within 12 months. **Outcome:** 11 months (average).
1c.2. Effective support to governments in the reporting process as indicated by rate of response from governments for each supervisory body session.	**Target:** 70 per cent for each session of the Committee of Experts. **Outcome:** 70.5 per cent in 2000, 65.4 per cent in 2001.
1c.3. Progress in the implementation of the principles and rights as shown in improvements in the application of the fundamental Conventions noted in the biennium by the Committee of Experts ...	
(i) with satisfaction;	**Target:** 20 cases. **Outcome:** 19 cases in 2000, 17 cases in 2001.
(ii) with interest.	**Target:** 40 cases. **Outcome:** 64 cases in 2000, 52 cases in 2001.
1c.4. Cases of progress in implementation of Conventions other than fundamental Conventions noted in the biennium by the Committee of Experts ...	
(i) with satisfaction;	**Target:** 40 cases. **Outcome:** 27 cases in 2000, 10 cases in 2001.
(ii) with interest.	**Target:** 200 cases. **Outcome:** 95 cases in 2000, 85 cases in 2001.

Indicator	Target and outcome
1c.5. Services provided to enable the Governing Body to adopt a timetable for a review of standard-setting policy.	**Target:** By November 2001. **Outcome:** A general discussion based on the integrated approach on ILO standard-related activities in the area of occupational safety placed on the agenda of the 2003 Conference. Proposals for general discussions based on an integrated approach to standards-related activities in several subject areas selected for a closer examination for the agenda of the 2004 Conference. Adoption of proposals on improvements in the standards-related reporting mechanisms. The Working Party on Policy regarding the Revision of Standards has essentially completed its work, which will constitute a basis for the work related to the integrated approach.

Strategies, results and lessons learned

38. The performance indicators under this operational objective are linked to the functioning of the regular and special supervisory procedures. In addition, the International Labour Standards Department has been servicing the discussion – and decisions – in the Governing Body on possible improvements in standards-related activities of the Organization. In particular, this has led into a new consensus on the way in which the International Labour Conference is to define future standard-setting needs as well as other related ways to achieve the constitutional objectives of the Organization.

39. This consensus has implied the adoption of an integrated approach to the standards-related activities of the ILO which will for the first time be applied at the 91st Session of the International Labour Conference in 2003 through a general discussion on occupational safety and health. The preparation of an in-depth study has been carried out between the Social Protection Sector and the International Labour Standards Department. Preliminary work has been carried out for other items for such general discussions which will, among other things, permit decisions on future normative action. All of them imply close cooperation between the department and other sectors and units of the Organization.

40. In 2000, 68.2 per cent of the reports were processed by the Committee of Experts. In 2001, the corresponding figure was 70.1 per cent. One reason for the shortfall in processing reports is their late arrival. In 2001, not more than 26 per cent (604 in all) of the reports due were received by the deadline of 1 September, compared with 29 per cent in 2000. Attempts are made to deal with late reports, as otherwise there would be an automatic delay in dealing with often very important issues.

41. In addition, the significant rise in the ratification of fundamental and priority Conventions, on which reports are due every second year, has increased the workload. This trend will continue in the years to come, as large numbers of detailed first reports come in on the Worst Forms of Child Labour Convention, 1999 (No. 182), and other recently ratified fundamental Conventions.

42. In order to improve efficiency by facilitating both the preparation and the processing of article 22 reports, there is agreement in principle in the Governing Body that the instruments will be rearranged by subject matter. Also, there will be fewer automatic requests for detailed reports beyond the first one.

43. An in-depth study on the management and organization of work of the department was carried out in 2001, and work has started on implementing its findings through a participatory process involving the whole department. More efficient preparation by the Office of the reports for the Committee of Experts and improvements in the servicing of the supervisory bodies, especially the Conference Committee on the Application of Standards, are particularly important issues.

44. Beyond the agreed improvements in reporting arrangements, the Governing Body and the supervisory bodies themselves have not yet reached conclusions on the work methods of these bodies and on possible improvements in the special procedures. This work will continue in the new biennium.

Addressing standards concerns in Guatemala

An ILO mission to Guatemala in April 2001 centred on issues that had been raised by the supervisory bodies and the Committee on Freedom of Association. These included acts of violence experienced by trade union officials and members, anti-union dismissals, judicial delays, gaps between Guatemalan laws and practices and the State's Conventions obligations and the refusal by some enterprises to bargain collectively.

The mission led to two important legislative reforms. While the mission was still in the country a Legislative Decree addressed some major concerns. For example, it eliminated previous powers of the executive authorities to supervise trade union activity and amended provisions that appeared to unduly restrict the right to strike. A second Legislative Decree was adopted soon after the mission. It strengthened the obligation to reinstate workers dismissed for anti-union reasons and reinforced sanctions in cases of Labour Code contraventions.

Among its other results, the mission was able to note that the Human Rights Procurator had requested protection for trade unionists concerned about threats of violence and that some trade unionists had been reinstated in their jobs after dismissal for trade union activity.

EMPLOYMENT

Mandate

"We commit ourselves to promoting the goal of full employment as a basic priority of our economic and social policies, and to enabling all men and women to attain secure and sustainable livelihoods through freely chosen productive employment and work."

(World Summit for Social Development: Commitment 3)

Strategic objective

Create greater opportunities for women and men to secure decent employment and income

OPERATIONAL OBJECTIVES

Employment policy support

Knowledge, skills and employability

Reconstruction and employment-intensive investment

Enterprise development

Gender promotion and employment

Strategic Objective No. 2:
Create greater opportunities for women and men to secure decent employment and income

Resources for employment in 2000-01 (US$)	
Regular budget strategic resources 2000-01 (revised using 2002-03 methodology)	130 005 263
Actual regular budget expenditure 2000-01	(Available at ILC)
Estimated expenditure on technical cooperation (Programme and Budget for 2000-01)	133 826 000
Actual extra-budgetary expenditure 2000-01	(Available at ILC)

45. During the biennium the Office exceeded seven of the eight targets set under this strategic objective and met one. This was due in part to greater field activity and increased cooperation between sectors and with the Turin Centre. It was also the result of substantial extra-budgetary contributions that became available for two programmes early in the biennium. Despite that, the overall level of technical cooperation funding was below expectations, largely because of the continuing decline in UNDP resources. The delivery rate for the allocations that were available also fell, though it began to rise in the latter part of the biennium, as did new approvals, particularly for the programmes on small enterprise development, employment-intensive investment and crisis response. It is expected that the ILO Global Agenda for Employment will attract new technical cooperation approvals in the 2002-03 biennium. There will also be an emphasis on new products and approaches, in particular in the framework of poverty reduction. The delivery rate will continue to be subject to detailed monitoring and remedial action.

46. Experience during the biennium showed that some of the operational objectives needed fine-tuning to achieve further integration and cooperation among different programmes. This has resulted in a reduction from five operational objectives in 2000-01 to three in 2002-03 covering employment policy support, skills development and employment creation.

Operational objective 2a: Employment policy support

Indicator	Target and outcome
2a.1. Global and national employment and human resources policies that are influenced by recommendations in ILO policy advice.	**Target:** Policies in 12 member States. **Outcome:** 13 member States. **China:** Integrated programme approach to employment promotion. **Denmark**: Strengthening of social dialogue on employment policies. **Kazakhstan:** Employment Act redrafted. **Mali, Mauritania, Senegal** and **Ukraine:** National employment programmes introduced. **Mongolia:** Tripartite employment conference endorsed employment strategy for decent work. **Nepal:** ILO assisted PRSP on employment and labour market implications of sectoral strategies. **Pakistan:** Government announced moves towards strengthening social dialogue on employment policies. **Panama:** ILO supported tripartite meetings shaping a broader social dialogue on training. **Sri Lanka:** Tripartite consensus on labour market policies was developed. **Thailand:** Improved labour force survey.

Strategies, results and lessons learned

47. The ILO continued to provide employment policy advice and support to member States throughout the biennium as noted in the tables above, and at levels that exceeded targets. However, the major achievement was the development of a draft Global Employment Agenda to provide a coherent framework for future advice (see box). This framework will be adapted and applied in light of national conditions and institutions.

Global Employment Forum sets direction for future policies

The November 2001 Global Employment Forum and its approval of a draft Global Employment Agenda represented milestones for the ILO. They set a clear direction for the kind of employment policy strategies that the ILO will support and work with others to help implement.

The Forum brought together 750 participants from over 110 countries. The interest in designing and implementing more effective and comprehensive employment policies helped to attract senior government policy-makers, including 40 ministers as well as many high-level representatives of employers' and workers' organizations, intergovernmental organizations, NGOs, academia, the private sector and the media. The significance of the Forum was underlined by keynote presentations by the Secretary-General of the United Nations, the Prime Ministers of Denmark and Finland, the Secretary-General of UNCTAD, the United Nations High Commissioner for Human Rights, the President of the IOE, the General Secretary of the ICFTU, as well as senior representatives of the European Union, the World Bank and the IMF.

The draft Global Employment Agenda states that employment should be an overarching goal of economic policy and that sound policies should integrate macroeconomic, development and labour market policies. The Forum reached agreement that the following points are the basis of successful employment strategies:

- *trade as an engine of employment growth*, particularly by opening markets in industrialized countries to agricultural and other labour-intensive products from developing countries;
- *turning the risk of a digital divide into an international digital opportunity* by helping developing countries develop the infrastructure and processes to participate fully in the digital economy;
- *promoting environmentally sustainable development* in agriculture, energy and transport to tap the job opportunities this creates;
- *monetary and fiscal policy stimuli and a stronger coordination of macroeconomic policies* to counteract the short-term risks of recession;
- *enhanced public spending on education, health and social development* in developing and transition countries, using national poverty reduction strategy paper (PRSP) resources and proceeds from the acceleration of debt relief and an increase in official development assistance;
- *improved educational levels and training opportunities* through greater investment in skills development;
- *investment in health and safety at work* to improve productivity;
- *improved employability and adaptability* of the labour force through active labour market policies, including the fight against all forms of discrimination and targeted programmes for the working poor, particularly in the informal economy;
- *social safety nets* to help people adjust to change;
- *social dialogue and respect for core labour standards* as the underpinning for effective policies.

The Forum called upon the ILO to promote action at the international, national and local levels accordingly and to build global alliances for employment in close cooperation with other United Nations agencies and the Bretton Woods institutions.

More information on the Global Employment Forum and the draft Global Employment Agenda is available at www.ilo.org/public/english/employment/geforum/index.htm

48. The release of the *World Employment Report 2001: Life at work in the information economy* benefited member States where many drew on its information and analysis for designing employment policy. It was also the focus of national and subregional seminars to follow up on its findings. To enable this report to reach more people, the hard copy publication was supplemented by CD-ROM and tabloid versions.

49. To respond to the need for good labour market indicators, the ILO continued to provide assistance in setting up national Labour Market Indicator Libraries. The online database on Key Indicators of the Labour Market was also continuously updated to complement the biennial publication. As noted throughout this report, the preparation of national poverty reduction strategy papers (PRSPs) took on growing significance through the biennium. These have guided World Bank and IMF lending programmes and have become a framework for national development policies and programmes. Governments, the World Bank and the IMF increasingly invited the Office to contribute to individual PRSP programmes showing growing agreement with ILO perspectives on the link between employment strategies based on the principles of decent work and poverty reduction.

Pakistan adopts ILO advice on employment policy

In 1999-2000 the ILO conducted a comprehensive employment policy review (CEPR) in Pakistan with the full participation of government agencies, employers and workers. Its report was discussed at a national conference in May 2000, at which the President was the keynote speaker. A tripartite consensus was reached on the report's policy recommendations. This led to a request that the ILO draft a national employment strategy paper as a key input to Pakistan's Poverty Reduction Strategy. Consistent with the ILO recommendations for a labour-based approach to employment creation with emphasis on low-cost housing, in 2001 the Government initiated a national employment strategy designed to create 2 million additional jobs. The Government and the United Nations system have since then invited the ILO to play a major role in the implementation of the Poverty Reduction Strategy for Pakistan.

50. Implementation of the *Jobs for Africa* programme proceeded according to plan and is discussed in more detail under the African regional commentary later in this report. Increased donor support and a special RBTC allocation enabled this programme to promote employment through an integrated approach based on employment-intensive investment. In a number of countries in Africa the programme was able to influence the PRSP process, ensuring greater attention to employment issues. Initial work took place towards similar integrated approaches to employment promotion in China and India.

Operational objective 2b: Knowledge, skills and employability

Indicator	Target and outcome
2b.1. ILO constituents that adopt strategies to improve the quality, equity and effectiveness of human resources development and training and to increase investment in skills, knowledge and employability.	**Target:** ILO constituents in 8 member States. **Outcome:** 22 member States. **Australia, Indonesia, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines** and **Thailand:** Developed industry-based competency standards. **Bahrain:** ILO publication on public employment service reform used for planning national employment service reforms. **Brazil:** Tripartite agreement on vocational training principles. **Central African Republic, Chad, Congo** and **Democratic Republic of the Congo:** National action plans on human resource development were adopted. **Indonesia, Philippines** and **Thailand:** National networks of homeworkers trained their members. **Iraq, Jordan** and **Syrian Arab Republic:** Adopted the community-based rehabilitation (CBR) strategy for the generation of employment for vulnerable groups.

Indicator	Target and outcome
	Mauritius: ILO report recommending a new training strategy approved by the Council of Ministers and task force created to oversee implementation of the strategy. **Mauritius:** IT training for disabled launched by employers. **Morocco** and **Tunisia:** Adopted vocational rehabilitation policies. **Poland** and **Ukraine:** Modular training was sustained and replicated by national institutions. **Ukraine:** Reform of training system and implementation of competency-based skills assessment and training.
2b.2. Approvals and delivery of extra-budgetary technical cooperation on training and human resource development.	**Target:** $3 million in new approvals; expenditure reaches 60 per cent of allocations in 2001. **Outcome:** New approvals for 2000-01: $3,484,000. Delivery rate in 2001: 61 per cent.

Strategies, results and lessons learned

51. As the table above indicates, the *InFocus Programme on Skills, Knowledge and Employability* supported training and employability strategies in many member States. Beyond traditional ILO activities in this field, a number of actions took place to address specific priorities. To examine declining donor support for technical cooperation, a task force analysed the situation and recommended improvements in the promotion, design and management of extra-budgetary technical cooperation projects. More effective skill-development materials such as the modules of employable skills (MES) and community-based training (CBT) were updated.

52. To improve the reach of ILO activities, the Office played an active role in the Youth Employment Network, a joint UN-World Bank-ILO initiative. Other links on skills issues were established with the World Bank, UNESCO, the World Association of Public Employment Services, the International Confederation of Temporary Work Businesses and the International Federation of Training and Development Organizations.

Operational objective 2c: Reconstruction and employment-intensive investment

Indicator	Target and outcome
2c.1. ILO constituents implement technical cooperation or take other concrete steps to promote employment in post-crisis countries.	**Target:** ILO constituents in 5 member States. **Outcome:** 10 member States. **Democratic Republic of the Congo, El Salvador, Ethiopia, India, Lebanon, Mozambique, Peru, Sierra Leone, Solomon Islands** and **Somalia**, as well as **East Timor** and **Palestine.**
2c.2. ILO constituents that apply the ILO approach to employment-intensive investment.	**Target:** Substantive achievements in additional programme components in 10 member States. **Outcome:** 20 member States. **Bolivia, Ghana, Lao People's Democratic Republic, Lesotho, Madagascar, Mozambique, Namibia, Nicaragua, Peru, Philippines, Senegal, South Africa, United Republic of Tanzania, Togo, Uganda** and **Zambia:** Established EIIP policies resulted in a reorientation of investments by government, donor and development banks towards employment creation.

Indicator	Target and outcome
	Botswana, Cambodia, Eritrea, Kenya, Lesotho and **Madagascar:** National governments adopted employment-intensive investment policies (EIIP).
	Namibia: Policies adopted through national legislation.
	Uganda: Employment and Investment Policy Unit has been established and is operational.

Strategies, results and lessons learned

53. The strategy to achieve this operational objective focused on building the ILO's capacity to respond to crises and on promoting the ILO's approach to employment creation through investment in employment-intensive infrastructure. As the tables indicate, achievements were well above projected levels.

54. The creation of the *InFocus Programme on Crisis Response and Reconstruction* coincided with the emergence of many crisis situations where the ILO could play a productive role. A special rapid action RBTC allocation approved by the Director-General helped to address needs in Africa, Asia and the Pacific, the Arab States and Latin America. ILO participation ensured that employment promotion became an important element of comprehensive crisis response programmes. To increase its impact, the Office established partnerships with other agencies and non-UN networks.

Building jobs and roads in Madagascar

Donor support from NORAID through the ILO assisted Madagascar to pilot-test the use of labour-based approaches to building public infrastructure. The programme promoted private sector execution of public works, based on well-trained local contractors, and improvements that make it easier for small and medium-sized enterprises to bid on public projects such as rural access road building.

The pilot phase showed that labour-based techniques have major benefits over conventional equipment-intensive construction technology. They are at least 30 per cent cheaper, save some 30 per cent of foreign exchange requirements and create about three to five times more employment per unit of investment – all without compromises on quality.

These results helped lead to a 2001-04 phase for the project, in which the Government, the World Bank and other financial partners shifted $50 million, or half of roads investment, to rural roads programmes with a labour-based technology. This will generate the equivalent of 16,000 full-time jobs per year over a five-year period, instead of the 4,000 jobs that would have been created had equipment-based techniques been used. The Government has agreed to establish an autonomous training centre for labour-based works that will become financially self-sufficient by charging major infrastructure investment programmes for its services. Small contractors will also be trained in decent work issues such as conditions of recruitment, payment and worker safety.

55. The ILO approach to *employment-intensive investment* continued to promote decent work in infrastructure construction by addressing the needs of workers and employers, particularly small contractors. During the biennium, the approach was refined to integrate employment-generation objectives with other elements of the Decent Work Agenda such as tripartite partnerships, fundamental rights, decent working conditions and gender concerns. Much of this effort centred on support to labour-based contractors and local communities to ensure cost-effective and high-quality implementation of works.

56. Influencing the PRSP process described elsewhere under this strategic objective and in other parts of this report became a priority under this operational objective. The Office worked with other United Nations agencies and the World Bank to get consensus that employment should be the key element of large PRSP-linked infrastructure investment programmes. An agreement on this was finalized in March 2001 and the Office began to shift its emphasis to projects in which political and financial authority has been decentralized and in which long-term financial commitments are possible.

Operational objective 2d: Enterprise development

Indicator	Target and outcome
2d.1. Institutions that apply ILO policy and practical tools in the area of micro- and small enterprise development.	**Target:** 45 institutions in 25 member States. **Outcome:** 98 institutions in 38 member States. **Bahrain, Benin, Burkina Faso, China, Côte d'Ivoire, Egypt, Guinea, Jordan, Lebanon, Mali, Mauritania, Niger, Senegal, Sri Lanka, Togo,** and **Turkey:** Institutions (often more than one in each country) began use of "Start Your Own Business". **Bangladesh, Cambodia, China, Indonesia, Nepal, Papua New Guinea, Philippines, Sri Lanka, Thailand** and **Viet Nam:** Employers' associations actively involved in women's enterprise development. **Bangladesh, Gambia, Ghana, Lesotho, Madagascar, Mali, Nigeria, Russian Federation, Swaziland** and **Uganda:** New cooperative development policies or laws adopted; tools for policy and lawmakers published in seven languages. **Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania** and **Senegal:** Employers' associations actively involved in small business promotion. **China:** Resource centre for associations of women entrepreneurs at the Chinese national employers' organizations established. **Fiji:** Small and micro-enterprise framework approved by Cabinet. **Gambia, Guinea, Mauritania, Pakistan, Senegal** and **Viet Nam:** Action started to improve policy and regulatory environment for small and micro-enterprises. **Ghana:** Social marketing campaign on improving working conditions in small enterprises. **Ghana, Thailand** and **Uganda:** Commercial radio or TV stations launched programming targeting small businesses to improve information-sharing, market access and policy advocacy. **India:** Local institutions and employers' organizations collaborated in upgrading working conditions in household-based enterprises (Moradabad). **Philippines:** New National Commission on Indigenous and Tribal Peoples includes employment development mandate. **South Africa:** Local economic development strategies articulated in two rural towns. **Sri Lanka, Viet Nam** and **Zimbabwe:** Training provided by local institutions on linking working conditions, product quality and productivity in small businesses. **United Republic of Tanzania:** Local governments applying ILO recommendations on use of small enterprises to deliver public services. **Thailand:** Government included ILO policy recommendations in its master plan for small enterprise promotion.
2d.2. Institutions that apply ILO policy and practical tools on productivity and management development.	**Target:** 20 institutions in 10 member States. **Outcome:** 24 institutions in 10 member States. Productivity institutions and employers' and workers' organizations in **Botswana** (1 institution), **Guyana** (3 institutions), **Kenya** (3 institutions), **Mauritius** (2 institutions), **Seychelles** (1 institution) and **Slovakia** (1 institution), applied and promoted productivity improvement strategies based on decent work principles. Institutions were strengthened in **Belarus** (3 institutions), **Georgia** (1 institution), **Russian Federation** (5 institutions) and **Ukraine** (4 institutions), and to implement socially sensitive enterprise restructuring.

Strategies, results and lessons learned

57. Targets were generally met or exceeded under this operational objective, reflecting interest in the many distinct aspects of enterprise development that it covers and the involvement of many partners in delivering activities in almost all regions.

58. Initial work by the *InFocus Programme on Boosting Employment through Small Enterprise Development* facilitated the implementation of more cost-effective projects that had greater impact. It also produced new methods to assess the employment impact of small enterprise development. Many projects enabled women and men, especially in the informal economy, to turn to self-employment. Others helped to open new market opportunities for small enterprises, for example in municipal services, culture-based products and services, tourism and commercial business services. The Office helped to bring national and local governments and social partners together to improve the policy environment for creating more and better jobs in small enterprises.

More details on small enterprise development are available at:
http://oracle02.ilo.ch/dyn/empent/empent.portal?p_lang=ENandp_prog=S

59. There were new approaches and partnerships to improve job quality in micro-enterprises and to strengthen organization in the informal economy. Projects promoted women's entrepreneurship with support from employers' organizations. Seminars organized with the support of the Turin Centre helped to communicate best practices in support for small enterprises.

Better responses to employer and worker needs

The InFocus Programme on Boosting Employment through Small Enterprise Development surveyed workers and owners of micro- and small enterprises in ten countries to understand their own priorities for improving working conditions. It incorporated this knowledge in a variety of approaches to reach micro- and small enterprises.

For instance, training modules on job quality in Viet Nam showed that management trainees were able to improve working conditions and business performance, generally at low cost. A feasibility study in Ghana led to a pilot social marketing campaign to raise awareness of the link between job quality and business performance. In Moradabad, India, a project demonstrated how to build support throughout the supply chain (which ranges from household producers to subcontractors to multinational enterprises) for improving competitiveness through better job quality.

60. Some member States adopted policies and laws regarding cooperative development with assistance from the ILO. Much of the technical assistance that the Office provided relating to job creation through cooperative self-help organizations had a special emphasis on women, unprotected workers, the rural poor and indigenous peoples in Africa and Asia. A new range of activities to promote employment and local development based on cooperation between all stakeholders in the local economy began to bear fruit through the creation of local economic development agencies in south-eastern Europe and southern Africa. Capacity building in co-operative partner organizations throughout the world remained a priority, with a particular focus on improving the skills needed in a more demanding business environment.

61. Activities in the area of *social finance* expanded in scope and range. As a result, the ILO has become a leading agency on microfinance issues, best demonstrated when the United Nations High Commissioner for Refugees requested assistance in the area of post-conflict microfinance. Efforts were also made to ensure a more coherent approach to development-related finance issues across the Office on such issues as debt bondage, migrant worker remittances, payment of wages owed by insolvent enterprises, socially responsible investments, HIV/AIDS and start-up finance for displaced workers.

62. In the area of *productivity and management development*, the ILO helped member States initiate productivity and competitiveness approaches based on tripartite principles and international labour standards. Activities focused on socially responsible managerial competencies both within enterprises and along supply chains, promotion of enterprise restructuring that improves efficiency and competitiveness while minimizing social costs and sound management practices based on international labour standards.

63. In this context, the ILO was a key partner in the United Nations Global Compact and in activities to support it around the world. The Global Compact asks companies to embrace, support and enact a set of core values within their spheres of influence. Those core values are defined through nine principles in the areas of human rights, labour standards and the

environment. The Office contribution included development of a special management training package around the four labour principles of the Global Compact. It also included the launch of a database on business and social initiatives that was widely recognized as the most complete effort in this area.

The Global Compact database is accessible at:
http://oracle02.ilo.org:6060/dyn/basi/vpisearch.first

Operational objective 2e: Gender promotion and employment

Indicator	Target and outcome
2e.1. ILO constituents that incorporate ILO gender analysis or gender-specific policy recommendations in their job creation and labour market strategies	**Target:** ILO constituents in 10 member States. **Outcome:** 10 member States. **Bangladesh, Estonia, India, Mexico, Nicaragua, United Republic of Tanzania** and **Viet Nam:** Action plans implemented by tripartite (plus) partners to improve the quantity and quality of employment for women. **Brazil:** Anti-discrimination units created within the regional branches of the Ministry of Labour and Employment. Creation of the Andean Trade Union Women's Coordination Unit as a supporting mechanism for the design and application of policies to promote gender equality in employment. **India:** Prompt assistance provided to meet women's social and economic needs in earthquake districts. **Nepal:** Survey of women's employment, family welfare and child labour led to targeted interventions.

Strategies, results and lessons learned

64. ILO work in the area of *gender and employment* gained momentum. This led to greater application of gender analysis and perspectives in employment policies and enhanced visibility for the work of the Office. Increased donor support enabled the Office to better respond to a large number of requests for support. The knowledge and advocacy aspects of work in this area were reflected in new publications and resources that earned strong response. Operational country-level activities continued within the framework of the More and Better Jobs for Women programme, in some cases improving impact and reach through wider collaboration among programmes.

The equal opportunities information base (e.quality@work) is accessible at:
http://www.ilo.org/public/english/employment/gems/eeo/index.htm

SOCIAL PROTECTION

"The goals and objectives of social development require continuous efforts to reduce and eliminate major sources of social distress and instability for the family and for society. We pledge to place particular focus on and give priority attention to the fight against the worldwide conditions that pose severe threats to the health, safety, peace, security and well-being of our people."

(World Summit for Social Development)

Strategic objective

Enhance the coverage and effectiveness of social protection for all

OPERATIONAL OBJECTIVES

International labour standards (social protection)

Action against hazardous conditions

Improved working and employment conditions for vulnerable groups

Scope of social security programmes

Economic and social insecurity

Strategic Objective No. 3:
Enhance the coverage and effectiveness of social protection for all

Resources for social protection in 2000-01 (US$)	
Regular budget strategic resources 2000-01(revised using 2002-03 methodology)	58 128 262
Actual regular budget expenditure 2000-01	(Available at ILC)
Estimated expenditure on technical cooperation (Programme and Budget for 2000-01)	13 882 000
Actual extra-budgetary expenditure 2000-01	(Available at ILC)

65. Eighty per cent of the targets established under this strategic objective for the biennium 2000-01 were fully met or exceeded, as evidenced by the tables, with seven out of 15 exceeding the target and only two of the targets not met. However, some of this success can be attributed to the modest level of some targets, and to ambiguity in the way in which some were defined.

66. The degree of attention to each operational objective under this strategic objective varied among regions. This reflected different social and economic environments, as well as the wide range of ILO interests that this strategic objective encompasses. For example, while worker health and safety issues were addressed in all regions, they attracted particular new attention in Eastern Europe, Central Asia, the Arab States and some Asian member States. In Latin America and the Caribbean, this work was supported through cooperation with the Pan-American Health Organization and regional institutions.

67. In Africa, action on HIV/AIDS in the world of work was a clear priority in many member States. Furthermore, the region was the site of many efforts to develop and extend social protection systems, often through small-scale projects aimed at particular groups of people.

68. In Asia and the Pacific, ILO efforts responded to the interest in broadening access to formal social protection coverage and improving understanding and financial analysis of existing levels of protection. Work also supported initiatives to meet the needs of people in the informal sector.

69. Experiences and related challenges that were encountered in using the current set of operational objectives, indicators and targets, led to a reorganization in the Programme and Budget for 2002-03. The number of operational objectives was decreased from five to two (social security and working conditions), and related performance indicators from 14 to nine. This is expected to lead to more effective reporting on achievements in the field of social protection.

Operational objective 3a: International labour standards (social protection)

Indicator	Target and outcome
3a.1. The number of member States ratifying one of a selected group of safety and health Conventions.	**Target:** 20 member States. **Outcome:** 20 member States ratifying one or more of C.81, C.129, C.155, C.161, C.162, C.174, C.176, 6 member States giving effect to OSH Conventions. **Azerbaijan, Belarus, Benin, Brazil, Cape Verde, Colombia, Czech Republic, El Salvador, Estonia, Kazakhstan, Kyrgyzstan, Lebanon, Lesotho, Luxembourg, Republic of Moldova, Poland, Russian Federation, South Africa** and **United States.** **Bangladesh, Guyana, India** and **Sri Lanka:** OSH legislation revised to reflect ILO OSH standards. **Bangladesh** and **Pakistan:** National tripartite bodies on OSH put in place.

Indicator	Target and outcome
3a.2. The number of member States with new national legislation reflecting ILO standards on the recruitment and treatment of migrant workers.	**Target:** 5 member States. **Outcome:** 5 member States. **Belgium:** In Flanders, legislation, regional policy proposals and administrative measures were explicitly inspired by findings of ILO research on discrimination in employment in Belgium. **Indonesia:** Following ILO's advisory services and workshop, the Government submitted a "Manpower Protection Bill" to Parliament which includes comprehensive framework for protection of Indonesian migrant workers. **Republic of Korea:** The Government requested ILO advice in finalizing a Bill to open a legal door to unskilled temporary foreign workers and to correct for weaknesses of the trainee system. **Madagascar:** Ratified C.97 in June 2001. **Mauritius:** Specialized migrant worker supervisory office established in Ministry of Labour to oversee implementation of policies based on ILO C.97, ratified by Mauritius.
3a.3. The number of member States newly applying one of the ILO's codes of practice and guides on safety and health.	**Target:** 20 member States. **Outcome:** 28 member States and the European Parliament. **Australia, China, Mongolia** and **Slovenia:** Code of practice on safety and health in forestry work is being used. **Bahrain, Bangladesh, China, Colombia, Egypt, Guyana, India, Iraq, Japan, Jordan, Kuwait, Lebanon, Malaysia, Oman, Pakistan, Qatar, Saudi Arabia, Sri Lanka, Syrian Arab Republic, Thailand, Viet Nam** and **Yemen**, and **West Bank** and **Gaza Strip** use codes of practice and guidance in training or for drafting legislation, regulations and guidelines. **China** and **India:** Tripartite seminars on mine safety resulted in social dialogue on issues covered by the relevant code. **European Parliament:** The conclusions of the ILO's Tripartite Meeting on Safety and Health in the Fishing Industry (December 1999) are being taken into account in preparing new EU legislation. **India:** New company policies in 25 companies based on the ILO code of practice on management of alcohol- and drug-related issues in the workplace. **Madagascar:** Code of practice on mine safety in use. **Russian Federation:** The revised code of practice on accident prevention on board ship at sea and in port was translated into Russian.

Strategies, results and lessons learned

70. The first two indicators under this operational objective were related to the ratification of occupational safety and health Conventions and to the inclusion of ILO standards into new national legislation regarding migrant workers. The expected targets were reached for the first of the two indicators in member States at all levels of development, primarily in Europe and Central Asia. Progress was made towards the second, although legislation is being enacted at a much slower pace than projected.

71. During 2000-01, member States used safety and health Conventions to update or strengthen their legislation. For example, countries as diverse as Barbados, Ecuador, India, Malawi and Poland all improved their legislation that governs systems to help protect workers from hazards. In much the same way, member States as diverse as Argentina, Bahrain, Finland, Lesotho and Malaysia drew on ILO Conventions and Recommendations in their health and safety training and promotional efforts. This made it clear that the indicators should encompass implementation of Conventions and legislation. This is reflected in the revised indicator for 2002-03, which expands the scope to include implementation.

More details on the work of the InFocus Programme on Safety and Health at Work and in the Environment are available at: http://www.ilo.org/public/english/protection/safework/index.htm.

72. **The importance of implementation was also demonstrated through the indicator on the use of codes of practice and guides on safety and health. Strategies under this indicator were based on national and regional opportunities. For example, the translation of these guides and codes of practice into national languages was an important step for Russian-speaking countries and the Arab States. That basic step helped to facilitate other work, in particular with employers' and workers' organizations, that led to the ratification of occupational safety and health Conventions and Recommendations and to their application at enterprise level.**

Operational objective 3b: Action against hazardous conditions

Indicator	Target and outcome
3b.1. The number of member States in which national SafeWork programmes of action for selected industries and hazardous agents such as construction, chemicals, mining and silicosis are launched.	**Target:** 8 member States. **Outcome:** 8 member States. **Bulgaria, Czech Republic, Malta, Sri Lanka** and **Viet Nam:** National SafeWork programmes of action to develop modern labour inspection systems launched. **China, India, Thailand** and **Viet Nam:** National action programmes on elimination of silicosis launched.
3b.2. The number of member States that have improved the coverage of their statistics on:	
(a) occupational accidents and diseases;	**Target:** 5 member States. **Outcome:** 11 member States. For the first time, the statistics on occupational injuries included in the 2000 edition of the ILO *Yearbook of Labour Statistics* are disaggregated by sex. **Botswana, Bolivia, Jamaica, Jordan, Lesotho, Nigeria, Pakistan, Philippines, South Africa, Swaziland** and **Zimbabwe** improved their ability to gather statistics.
(b) occupational safety and health with gender disaggregation.	**Target:** 3 member States. **Outcome:** 6 member States. **Colombia, Jamaica, Nigeria, Pakistan, Philippines** and **Viet Nam.**
3b.3. The level of technical cooperation delivery.	**Target:** $3 million. **Outcome:** To be reported at the ILC. **Bahrain, Belarus, Bolivia, Brazil, China, Ethiopia, India, Malaysia, Mongolia, Morocco, Namibia, Nepal, Pakistan, Russian Federation, Viet Nam, Zambia** and **Zimbabwe:** Active occupational safety and health technical cooperation projects.

Strategies, results and lessons learned

73. **This operational objective has three diverse indicators. The first two address national and targeted programmes of action on priority workplace safety and health issues, and aspects of occupational statistics in this area. The third addresses technical cooperation delivery.**

74. **In addition to the countries that were direct beneficiaries, results were widely disseminated. The development of programmes of action on priority workplace safety and health issues at the national level is one of the indicators kept for the forthcoming biennium under this strategic objective.**

Inter-agency cooperation for sound management of chemicals

Many agencies have an interest in collaborating to maximize the best possible management of chemicals. The InFocus Programme on Safety and Health at Work and in the Environment (SafeWork) provided ILO leadership in the Inter-Organization Programme for the Sound Management of Chemicals. That group coordinates the work of seven organizations (ILO, WHO, UNEP, FAO, UNIDO, UNITAR and OECD). Its collaboration led to the completion of a globally harmonized system (GHS) for the classification and labelling of chemicals. This universal standard addresses chemical hazard communication needs for the workplace, transport, consumers and the environment. It fulfils the request made in a 1989 ILO resolution and a recommendation from the 1992 United Nations Conference on Environment and Development. Completion of the GHS was recognized and endorsed by the Governing Body of the ILO in November 2001. Recognizing the importance of the GHS, ECOSOC has established a United Nations subcommittee on the GHS to maintain and update the standard.

Further information on the subcommittee can be found at: http://www.unece.org/trans/danger/danger.htm.

75. **The second indicator under this operational objective relates to improvement in statistical coverage of occupational accidents and diseases, including the availability of information by gender. Modest initial targets were met. Data disaggregated by sex were included in the chapter devoted to occupational injuries in the *Yearbook of Labour Statistics* for the first time. In view of this success, a strategy based on collaboration with national social security institutions will be implemented in 2002-03.**

Operational objective 3c: Improved working and employment conditions for vulnerable groups

Indicator	Target and outcome
3c.1. The number of countries in which policies and programmes to extend the coverage of social security to the most difficult to reach have been introduced, either through public schemes or voluntary initiatives.	**Target:** 15 member States. **Outcome:** 13 member States. **Argentina:** New phase of a project aiming at fighting social exclusion in health starting with government funding. **Bangladesh:** Extension of coverage through micro health insurance schemes currently promoted through partnerships with Grameen Kalyan, BRAC and the Government. **Benin, Burkina Faso, Guinea** and **Senegal:** Micro health insurance schemes set up within various community organizations and network for the exchange of information and sharing of experience established. **Benin, Cameroon** and **Gabon:** Tripartite structures have been set up, including representation groups of the informal sector, in order to help the rehabilitation of existing voluntary initiative schemes and their assistance to the non-formal sector. **Burkina Faso, Ethiopia** and **Viet Nam:** Projects to extend the coverage of social protection through a combination of voluntary schemes and social security reforms started their activities in November 2001. **Cameroon** and **Democratic Republic of the Congo:** New health-care schemes through voluntary initiatives are operational. **Democratic Republic of the Congo:** 800 teachers and farmers in Kinshasa set up mutual health scheme. **Senegal:** "Solidarity-Employment-Retirement" scheme established. **Tunisia:** Case study on country experiences and best practices on the extension of coverage has led to the improvement of government policy on the extension of social protection.

Indicator	Target and outcome
3c.2. The number of countries launching programmes based on ILO guidelines for achieving equality for men and women migrant workers.	**Target:** 3 member States. **Outcome:** 7 member States and 1 international conference. **Belgium:** The Minister of Labour proposed a new anti-discrimination policy and legislation initiative, based in part on ILO studies and materials. **Costa Rica:** ILO helped launch information campaign on migrant domestic workers' rights by Association of Migrant Domestic Workers. **Denmark:** The Government adopted anti-discrimination policies based on ILO guidelines. **Finland:** Government Action Plan launched to combat ethnic discrimination and racism drew on ILO anti-discrimination documentation. **Ireland:** The Irish Congress of Trade Unions launched a national effort promoting employer, union and government anti-discrimination measures. **Netherlands** and **Spain:** Findings and recommendations from research initiated as part of ILO studies on discrimination against migrants in access to employment contributed to national programmes. **Durban Conference:** ILO contributed important elements for draft Programme of Action on non-discrimination against migrant workers and combating racism and xenophobia.
3c.3. The number of member States in which local institutions are using ILO tools and methodologies to improve working conditions in small-scale enterprises and the informal sector.	**Target:** 6 member States. **Outcome:** 6 member States. **Haiti:** In the garment assembly sector, in collaboration with the Haitian employers' organization, ADIH, initial Work Improvement in Small Enterprises (WISE) training has been conducted for business owners, supervisors and local trainers. **Lao People's Democratic Republic:** Following translation of the WISE Action Manual into Lao, WISE training has been integrated into an export promotion programme for small-scale garment and handicraft manufacturers and WISE trainers have been trained in the garment and handicraft employers' organizations. **Mongolia:** WISE training programmes are continuing by the Mongolian Employers' Federation after initial ILO support. **Philippines:** WISE has been institutionalized, with 130 workshops conducted by the Department of Labor and Employment in 2000 and 25 in the first half of 2001, as well as a further 15 refresher courses for WISE trainers. Trainers from the Philippines are being requested to provide training of trainers and advisory services in other countries. **Thailand:** 50 labour inspectors were trained in 2001 to conduct WISE training in the provinces. WISE training for home-based workers has subsequently been conducted in Chiang Mai Province. **Viet Nam:** The Ministry of Labour, Invalids and Social Affairs (MOLISA) has integrated the WISE training methods into their labour inspector training courses. The Vietnamese Chamber of Commerce and Industry (VCCI) also conducted WISE courses. For information on results of working conditions improvements in micro-enterprises see also 2d.2.
3c.4. The number of member States addressing the issue of HIV/AIDS and the world of work with ILO assistance.	**Target:** 10 member States. **Outcome:** 10 member States. **Burkina Faso:** ILO code of practice presented to constituents. MOL has set up tripartite AIDS Committee; guidance from ILO on integrating HIV/AIDS into labour legislation was requested. **Ghana:** Technical guidance provided on training labour inspectors on HIV/AIDS. **India:** Project on HIV/AIDS prevention in the world of work is operational. **Malawi:** ILO acting as facilitator for national workplace policy on HIV/AIDS; also working on capacity building with Ministry of Labour. **Malaysia:** Guidance and technical assistance provided by the ILO in the formulation of a national code of practice on HIV/AIDS.

Indicator	Target and outcome
	Senegal: Government has undertaken the training of labour inspectors on HIV/AIDS prevention, non-discrimination and policy development.
	South Africa: Assistance to National School of Public Health to develop lectures for HIV/AIDS management at the workplace diploma.
	United Republic of Tanzania: ILO assisting in drafting national workplace policy on HIV/AIDS and conducts awareness raising among tripartite constituents.
	Thailand: Collaboration with Government on reforming legislation in line with code of practice; capacity building with Ministry of Labour and Thai and Asian Business Coalition.
	Zambia: Technical and financial assistance to set up Zambia Business Coalition on AIDS and to formulate workplace policy based on code of practice.
3c.5. The number of member States in which data are generated on maternity protection, work and family, and working time and used in policy formulation.	**Target:** 10 member States.
	Outcome: 4 member States.
	Former Socialist Federal Republic of Yugoslavia: Analysis of the draft labour code, covering hours of work, overtime, part-time employment, night work, rest breaks and maternity protection was used in revising the draft code, now being considered by Parliament.
	Haiti: Analysis of the draft labour code, covering hours of work, overtime, part-time employment, night work, rest breaks and maternity protection was used by the Ministry of Social Affairs in revising the draft code.
	Saint Lucia: Analysis of the draft labour code, covering hours of work, overtime, part-time employment, night work, rest breaks, and maternity protection was used by the Government in revising the draft code.
	South Africa: ILO data and analysis have been used by the South African National Economic Development and Labour Council (NEDLAC) in deliberations on statutory hours of work.

Strategies, results and lessons learned

76. For 2000-01, this operational objective included a diverse range of issues, including social security, migrant workers, working conditions, HIV/AIDS and some occupational health and safety issues. For 2002-03, these issues have been divided between the two new broader operational objectives under this strategic objective.

Combating exclusion from social protection for health care in Argentina

The Government of Argentina asked the ILO to conduct a technical cooperation agreement with its Ministry of Health on exclusion from social protection for health. A technical cooperation project was launched through the Strategies and Tools against Social Exclusion and Poverty programme (STEP). The project helped to identify the causes and scale of exclusion as well as possible solutions. Some of those solutions were incorporated into draft legislation to reform the health sector. Argentina also used the results in successful negotiations on sectoral adjustment with the World Bank.

77. Access to insurance for health care in Africa accounted for a large share of the results for the biennium related to *the extension of social protection*. This built on work that began more than a decade earlier, particularly in West Africa, with analyses of gaps and opportunities in social protection for health care. Those analyses led to the development of specific community-based strategies, methodologies and tools. Related work was also in progress on a broader range of social protection issues in a wider range of member States. This is expected to generate a wider set of results for 2002-03. The same should be true of a pilot initiative that began during the biennium to test the use of reinsurance mechanisms to support and build sustainability in micro-insurance schemes.

78. ILO policies recognize the vulnerability of *migrant workers* and the discrimination and lack of protection that they often face. The modest target under this indicator is explained by the uncertainties that existed when the indicator was defined and the target was set. The work to date suggests a potential for sustainable results in this area, which helped lead to the decision to raise the target for 2002-03 from three to eight member States. This is likely to build on work that is largely taking place in Europe.

79. It is expected that the partnership agreement signed in 2001 between the ILO and the International Organization for Migration will facilitate the development of a more integrated strategy of action in this area, including the follow-up of the World Conference against Racism held in Durban in 2001.

> More details on the work of the International Labour Migration Programme are available at:
> http://www.ilo.org/public/english/protection/migrant/index.htm.

80. *Workers in small and medium-sized enterprises*, all the more when they are considered to be part of the informal economy, are among those most vulnerable in terms of working conditions. Over the years, the Office has developed a number of tools and instruments, including the Work Improvement in Small Enterprises (WISE) methodology as noted in the tables, to help countries address this situation. Those tools and instruments were applied in line with projected targets. The impact of their application needs to be monitored.

81. A key element of the strategy pursued to make ILO tools operational was to integrate issues of working conditions into broader services such as business and community development. Much of this work also took place as part of efforts to strengthen employers' organizations. This proved to be an effective means to communicate the message that "protection pays", and to build links with local organizations that deliver such services to these target groups. Other initial work to develop innovative approaches combining micro-enterprise development and improvement of working conditions was undertaken successfully in close partnership with business development services.

82. One area that was identified for future work was the need for greater clarity and better internal collaboration related to the part of operational objective 2d relating to the application of ILO policy and practical tools on productivity and management development and the part of operational objective 3c relating to the improvement of working conditions in small-scale enterprises and the informal sector.

> More details on ILO activities on working conditions are available at:
> http://www.ilo.org/public/english/protection/condtrav/index.htm.

83. The ILO *HIV/AIDS* programme only started its activities in November 2000, which led to a relatively modest target of ten member States addressing HIV/AIDS and the world of work with ILO assistance. That target was met, largely on the basis of work in Africa where the issue has a very high priority. Much of that success was due to collaboration with workers' and employers' organizations. This collaboration made it possible to address specific HIV/AIDS priorities where ILO intervention was most likely to have an impact.

84. HIV/AIDS actions have begun to expand in other regions such as Asia and the Caribbean. A tripartite conference in Moscow in December 2001 followed the adoption by representatives of the Commonwealth of Independent States of a regional integrated strategy to combat HIV/AIDS. This added the 12 members of the CIS to the list of those working with the Office to define a specific approach to HIV/AIDS and the world of work.

> More details on the work of ILO/AIDS are available at:
> http://www.ilo.org/public/english/protection/trav/aids/index.htm.

85. Within six months of its adoption, the ILO code of practice on HIV/AIDS and the world of work had been translated into nine languages in addition to its original English, French and Spanish versions. This is expected to be the basis for a significant increase in the number of countries introducing policy changes in 2002-03.

86. In the areas of *maternity protection*, *working time and work and family*, the strategy emphasized the importance of elevating these issues in national policy debates. Efforts to secure improvements and to integrate them into employment policy were hampered in many countries by an insufficient information base on which to make policy choices. This made data generation and analysis an essential first step and helps to explain the reason that data was used in policy formulation in only four countries, compared to a target of ten. Experience showed that the process of data generation leading to national debate and policy formulation takes longer than two years. By the end of the biennium, work was in progress in 14 countries, through a combination of country studies (both on working time and work and family) and representative national surveys (on work and family). These studies are expected to help lead to more substantive results in the next biennium.

87. The strategy for *maternity protection* was to promote ratification of the Maternity Protection Convention, 2000 (No. 183), that was adopted in June 2000, to promote improvements based on the Convention where ratification was not immediately feasible, and to support added maternity protection, especially to women who have the least protection. The strategy emphasized the coherence between this target and improved working and employment conditions for vulnerable groups. It supported analysis of labour cost implications and set out to demonstrate that "protection pays". To this end, a series of studies identified local initiatives around the world that were providing maternity protection to previously unprotected women.

88. The results of the work in 2000-01 will support efforts in the next biennium to expand the use of promising initiatives in expanding protection. This is likely to include the development of practical tools and methodologies on maternity protection and on work and family.

Operational objective 3d: Scope of social security programmes

Indicator	Target and outcome
3d.1. The number of member States initiating actions to improve the financial architecture and governance of their national social protection schemes and systems following ILO intervention.	**Target:** 10 member States. **Outcome:** 20 member States, Montserrat and Tonga. **Bahamas:** A new health-care financing option was developed and endorsed by the Government. **Bahamas, Barbados, Dominica, Grenada, Guyana, Jordan, Montserrat, Saint Kitts and Nevis, Saint Lucia, South Africa, Tonga** and **Zimbabwe:** Legislative changes/new legislation on financing social protection were introduced or are being processed following ILO intervention. **Belarus, Cyprus** and **Luxembourg:** The International Financial and Actuarial Service informed the public debate on the future of its pension system. **Lao People's Democratic Republic, Turkey** and **Viet Nam:** Sound financing principles for new social security schemes adopted. **Poland** and **Ukraine:** Social budgeting units have been established as a permanent means of governance.
3d.2. The number of member States that adopt reforms of their official social security schemes to extend coverage.	**Target:** 5 member States. **Outcome:** 10 member States. **Cape Verde, Indonesia, Lao People's Democratic Republic, United Republic of Tanzania, Turkey** and **Viet Nam:** Reforms have been adopted. **Guinea-Bissau, Nigeria** and **Thailand:** Proposals to extend the range of social security benefits or to improve coverage have been approved. **Sierra Leone:** New social security schemes have been approved and legislation enacted to provide social security to previously excluded people in Sierra Leone.

Strategies, results and lessons learned

89. The modest target for the first indicator under this operational objective was easily met, which relates to member States "initiating actions" regarding better financing and improved governance of existing schemes and systems. This is well below the actual number of member States in which the Office is at work on these issues and is explained by a relatively narrow emphasis on financial architecture issues only. For the next biennium, while the wording of the indicator will be unchanged, results under this indicator will encompass work by the Office related to both financial and administrative governance.

90. During the biennium it was recognized that two separate strategies had developed. Headquarters was focused more on questions related to the extension of coverage and financing, with special emphasis on Europe, while the regions, and notably the MDTs, devoted more efforts to the consolidation of and improvements in existing social security schemes.

Informing the pension debate in Luxembourg

In April 2000, the Government of Luxembourg requested neutral technical advice from the ILO on the financial status of its national pension system. Based on a comprehensive long-term demographic, economic and financial modelling exercise, the ILO team advised the Government that the scheme would be financially sound under agreed economic assumptions for at least 30 more years. In addition, the scheme could afford some improvements. However, the analysis also revealed that the scheme's viability depended on a sustained influx of foreign labour. The work of a tripartite consultative committee alongside the ILO team created the base for unanimous acceptance of the technical results. The report is now the factual basis for the deliberations of the national round table on pensions.

91. Future, better-coordinated action in this area is expected to be facilitated by three factors. The first is the resolution of the International Labour Conference at its 89th Session (June 2001) concerning social security that provides clear guidance on priority fields for future ILO intervention. The second is the significant progress made in completing and disseminating the tools and instruments required for quantitative analysis of social protection systems. The third is the commitment of field and headquarters units of the Office to increase attention to local capacity building and knowledge transfer, which should lead to more effective ILO interventions. Country-focused actions already conducted in this area, notably in Eastern Europe, have already shown promising results.

92. As the second indicator under this operational objective ("The number of member States that adopt reforms of their official social security schemes to extend coverage") overlapped with indicator 3c.1, both are integrated for 2002-03. Achievements under the existing indicator were almost double a fairly limited target, with most of the results generated in Africa and South-East Asia. These results drew on technical expertise provided through field and headquarters units. The work in progress responds to opportunities for social security reform in a wider range of countries. Consistent with the direction of the resolution of the International Labour Conference (89th Session) concerning social security, future strategies will emphasize cooperation with the International Social Security Association and other agencies. They will include efforts to gain support from the IMF and the World Bank.

Operational objective 3e: Economic and social insecurity

Indicator	Target and outcome
3e.1. The number of member States where data are generated and used to develop strategies and policies to combat economic and social insecurity.	**Target:** 12 member States. **Outcome:** 16 member States. **Argentina, Azerbaijan, Brazil, Chile, China, Ethiopia, Hungary, India, Indonesia, Republic of Moldova, Pakistan, Philippines, Russian Federation, South Africa, United Republic of Tanzania** and **Ukraine:** Data generated through the people's security surveys (PSS) and the enterprise labour flexibility and security (ELFS). Work conducted under this indicator has remained largely in the phase of data generation. The data generated will be used in 2002-03 biennium for the design of national strategies and policies.

Strategies, results and lessons learned

93. During the current biennium, the strategic priority set out in the programme and budget for addressing economic and social insecurity was the development of an information base to support future work. In practice, this meant the development of a network of reputable institutions and correspondents in ILO member countries involved in labour issue research and promotion. It also meant the development of a comprehensive database on socio-economic security indicators in 103 countries, and the people's security surveys and enterprise labour flexibility surveys, which collected data for further analysis on households and businesses.

More details on the work of the InFocus Programme on Social and Economic Security are available at:
http://www.ilo.org/public/english/protection/ses/index.htm

94. This work is seen as an essential first phase that will lead to the use of the knowledge to design nationally appropriate strategies and policies that will combat social and economic insecurity. In fact, these methodological tools and approaches were used by the ILO field structure in work on PRSP initiatives. They were also used in Ukraine to construct monitoring tools for insecurity, to contribute to the design of integrated poverty alleviation strategies in the Russian Federation and to inform comprehensive social protection strategies in Indonesia and Kazakhstan.

Eastern Europe and Central Asia: Towards improved social and economic security

In the **Russian Federation**, the ILO took the lead in answering, on behalf of the United Nations system, the request of the Government for assistance in the design of an integrated strategy for fighting poverty. This 18-month project covered: income distribution via social transfers; health concerns; wage policies; enterprise restructuring effects; employability of vulnerable groups; family implications; gender aspects; regional aspects; legal and administrative aspects; statistical monitoring. The results were presented publicly to a high-level tripartite meeting held in Moscow in November 2001 and received excellent media coverage. They are expected to strongly influence Russian social policy.

In **Kazakhstan**, following a project implemented by the ILO with UNDP support, the Government adopted by Decree in June 2001 a "Concept for the Social Protection of the Population", which makes explicit reference to the contribution made by the ILO. The ILO approach to the project included all four strategic objectives in a unified way.

SOCIAL DIALOGUE

"... the war against want requires to be carried on with unrelenting vigour within each nation, and by continuous and concerted international effort in which the representatives of workers and employers, enjoying equal status with those of governments, join with them in free discussion and democratic decision with a view to the promotion of the common welfare."

(Declaration of Philadelphia)

Strategic objective

Strengthen tripartism and social dialogue

OPERATIONAL OBJECTIVES

Recognition of social dialogue and
Institutions of social dialogue

Stronger parties to social dialogue

Strategic Objective No. 4: Strengthen tripartism and social dialogue

Resources for social dialogue in 2000-01 (US$)	
Regular budget strategic resources 2000-01 (revised using 2002-03 methodology)	93 883 233
Actual regular budget expenditure 2000-01	(Available at ILC)
Estimated expenditure on technical cooperation (Programme and Budget for 2000-01)	24 832 000
Actual extra-budgetary expenditure 2000-01	(Available at ILC)

95. During 2000-01, the ILO met or exceeded 71 per cent of the targets set under this strategic objective, exceeding projections in 11 out of 17 targets, not meeting them in six cases. In part, this reflected conservative targets, as units gained experience with the new strategic budgeting process. Experience also led to a redefinition of objectives, indicators and targets for 2002-03 for this strategic objective. There will be a clear focus on two objectives. One will centre on strategies designed to help strengthen legal frameworks, institutions, machinery and processes for social dialogue. The other will involve strategies designed to help bring about more representative, influential and effective employers' and workers' organizations.

Operational objective 4a: Recognition of social dialogue and Operational objective 4b: Institutions of social dialogue

Indicator	Target and outcome
4a.1. ILO member States in which social partners participate in the adoption of social and economic policies and programmes and labour legislation.	**Target:** 10 member States. **Outcome:** 15 member States and 1 other entity. **Bosnia and Herzegovina:** New law on works councils adopted. Labour law amended. **Estonia:** New Trade Union Act adopted. **Ghana:** Revised Labour Act created 2 tripartite institutions addressing dispute settlement and on social and economic issues. **Indonesia:** New Trade Union Act adopted and implemented. **Lesotho** and **Swaziland:** Revised labour codes to create tripartite institutions for dispute prevention and resolution. **Malta:** Malta Council for Economic and Social Development established. **Pakistan:** Establishment of Workers' and Employers' Bipartite Council of Pakistan. **Poland:** Act to create Tripartite Commission for Socio-economic Issues adopted. **Poland:** Tripartite agreement to labour code amendments concerning labour relations. **Slovakia:** New Labour Code adopted. **South Africa:** Amendment to South Africa's labour laws agreed to at bipartite Millennium Labour Council. **Suriname:** Tripartite agreement to a national consultation on social dialogue. **Trinidad and Tobago:** Tripartite declaration on a social and economic compact. **Tunisia:** Tripartite discussions on competitiveness and employment security in national policies. *As well as the following entity that is not a member State:* **Kosovo:** Essential labour law adopted and promulgated.

Indicator	Target and outcome
4a.2. International organizations and regional or subregional groupings that integrate social and labour dimensions in policies, action plans and institution building.	**Target:** 2 international organizations. **Outcome:** 12. **FAO/IMO:** Safety and health in fishing in report of FAO/IMO joint Ad Hoc Working Group. **IMO/UNEP:** Occupational safety and health in ship breaking. **IMO:** Cooperation in maritime and port work resulting in greater recognition of role of social partners. Joint guidelines adopted concerning claims for death, injury and abandonment of seafarers. **ISO:** C.152 in guidelines on handling containers. **UNESCO:** Dakar Framework for Action includes reference to lifelong learning, April 2000. **UPU:** Cooperation with social partners strengthened in cooperation with ILO. **WHO:** Work programmes of the Global Health Workforce Strategy Group and the Global Advisory Group on Nursing/Midwifery. Greater recognition of employment and labour impacts regarding tobacco control. **WIPO:** Status of performers. **World Bank:** Coordinated Collaborative Group on Artisanal and Small-scale Mining, which ILO was instrumental in establishing. **WTO/OECD/EUROSTAT:** Employment statistics in hotel and tourism sector. **Target:** 5 regional and subregional groupings. **Outcome:** 2. **Caribbean Community (CARICOM):** Declaration endorsing social dialogue as an instrument for achieving consensus on economic restructuring policies as well as work through its Council on Human and Social Development (COSHOD) to integrate social and labour dimensions in regional policies. **Central African Economic and Monetary Community (CEMAC):** Tripartite declaration endorsing social dialogue.
4b.1. Cases in which constituents use ILO recommendations (including conclusions of sectoral meetings), advice, practical tools or research to strengthen the institutions, machinery or processes of social dialogue.	**Target:** 40 cases in 30 member States. **Outcome:** 52 cases in 40 member States. **Argentina**, **Australia**, **Chile**, **Costa Rica**, **El Salvador**, **Grenada**, **Guatemala**, **Honduras**, **Indonesia**, **Republic of Korea**, **Malaysia**, **Nicaragua**, **Panama**, **Peru**, **Uruguay** and **United States:** Port worker Development Programme (PDP) used by port authorities. **Bangladesh**, **India** and **Sri Lanka:** Institutions for prevention and settlement of disputes strengthened through training activities. **Barbados:** (i) Moving to establish national tripartite committee to deal with international standards, and other labour matters; (ii) negotiating its *4th Social Partnership Protocol*. **Belize:** In 2001 appointed a national tripartite body to deal with trade union recognition issues. **Benin**, **Guinea** and **Togo:** Collective agreements in the hotel and tourism sector. **Chile:** Tripartite Council for Social Dialogue established. **Colombia:** Tripartite agreements in institutionalizing social dialogue and on minimum wage remunerations, social security, vocational training, labour law. **Czech Republic:** Labour Code amended to promote social dialogue through works councils. **Czech Republic:** Renewed process of reform and negotiation on education sector reform. **Fiji:** Tripartite forum reactivated after 10 years. **France:** 5 oil companies have agreed to recognize and apply ILO maritime Conventions.

Indicator	Target and outcome
	Guyana: The social partners are discussing a draft social partnership agreement.
	India: Best practices highlighting bipartite approaches to promoting social dialogue at enterprise level disseminated.
	Jamaica: Memoranda of Agreements for bipartite social partnership arrangements in the bauxite, banana, water and shipping sectors.
	Jordan: Social dialogue promoted for women workers and entrepreneurs based on conclusions of TCF meeting held in 2000.
	Madagascar: Small-scale mines handbook being used.
	Nepal: Diagnostic study of industrial relations system in Nepal undertaken.
	Niger: A new Decree adopted to bring civil society into the Tripartite National Committee.
	Paraguay: Social Dialogue Institution restructured to improve functioning.
	Philippines: Application of R.187 resulted in 15 per cent wage increase for Filipino seafarers.
	Romania: Social agreement for social peace adopted.
	Thailand: 10 pilot provincial tripartite subcommittees on minimum wages set up.
	Trinidad and Tobago: The Government and the social partners signed Compact 2000 to enter into agreed protocols.
	Yemen: Bipartite dialogue re-established and agreement reached on a national mechanism for social dialogue.
	As well as outcomes in the following cases:
	Curaçao: Independent social groups, the social partners and government are implementing Vishon Korsou, a vision for Curaçao by 2020.
	Kosovo: Tripartite Labour Council established and entrusted with labour law reform. Trade unions recognized and members of the Tripartite Labour Council.
	International: Agreement on wages based on ILO R.187 between the International Transport Workers and the International Maritime Employers' Committee. Guide to ILO standards relevant to sustainable forest management used by the International Federation of Building and Wood Workers.
	Basic elements from the guide to ILO standards adopted by two important forest certification schemes: Forest Stewardship Council and Pan-European Forest Certification.
4b.2. Member States that adopt policies and implement, ratify or take formal steps towards the ratification of ILO Conventions addressing the institutions or practice of social dialogue.	**Target:** 12 member States implement, ratify or take formal steps towards the ratification of Conventions on freedom of association and collective bargaining as specified under operational objective 1a.
	Outcome: 14 member States.
	Colombia, **Indonesia**, **Kenya** and **Uganda:** Steps for improving implementation of C.98.
	Colombia, **Indonesia** and **Nigeria:** Steps for improving implementation of C.87.
	Democratic Republic of the Congo, **Kazakhstan**, **Saint Kitts and Nevis**, **Saint Vincent and the Grenadines**, **United Republic of Tanzania** and **Yugoslavia:** Ratification of C.87.
	Equatorial Guinea, **Gambia**, **Saint Kitts and Nevis** and **Yugoslavia:** Ratification of C.98.
	Kenya and **Uganda:** Taking steps towards ratification of C.87.
	Saint Kitts and Nevis: Ratification of C.144.
	Saint Lucia: Ratification of C.154.
	See also under operational objective 1a: Standards and fundamental principles and rights at work.
	Target: 10 member States adopt policies.
	Outcome: 6 member States.
	Honduras, **Kazakhstan**, **Mauritius**, **Nicaragua**, **Peru** and **Romania**.

Indicator	Target and outcome
	Target: 10 ratifications of C.144.
	Outcome: 7 ratifications.
	Belize, **Czech Republic**, **Kazakhstan**, **Kuwait**, **Saint Kitts and Nevis**, **Switzerland** and **Yemen**.
	Target: 15 ratifications of Conventions covering specific sectors.
	Outcome: 35 ratifications in 20 member States.
	Maritime: **Bahamas:** C.147, **Italy:** C.152; **Republic of Moldova:** C.108; **Morocco:** C.108, C.178, C.179, C.180; **Romania:** C.22, C.68, C.92, C.133, C.147, C.166, C.180; **Russian Federation:** C.179; **Sweden:** C.178, C.180; **United Kingdom:** C.180.
	Safety and health in mines (C.176): **Czech Republic**, **Lebanon**, **Poland**, **South Africa** and **United States**.
	Labour inspection in agriculture (C.129): **Azerbaijan** and **Kazakhstan**.
	Protocols to Conventions.
	Maritime (1996 Protocol to C.147): **Romania**, **Sweden** and **United Kingdom**.
	Labour inspection in non-commercial services sector (Protocol to C.81): **Azerbaijan**, **Cyprus** and **Republic of Moldova**.
	WIPO/ILO/UNESCO Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations (Rome Convention, 1961): **Albania**, **Croatia**, **Estonia** and **Nicaragua**.
4b.3. Member States in which tripartite or bipartite institutions, mechanisms or processes address gender equality issues	**Target:** 15 additional member States.
	Outcome: 4 additional member States.
	Argentina: Tripartite Commission on Gender Equality reactivated and strengthened.
	Chile: Round Table on Women and Labour set up within the newly established Tripartite Council for Social Dialogue.
	Paraguay: National Tripartite Commission on Gender Equality established.
	Uruguay: Tripartite Commission on Gender Equality formulating national plan on equal opportunity in employment.

Strategies, results and lessons learned

96. This commentary has been integrated and organized to provide a baseline for future reporting under the objectives, indicators and targets as set for 2002-03. This reflects the 2000-01 experience that integrated strategies are required to both better recognize social dialogue and to develop and strengthen its institutions.

More details on the work of the InFocus Programme on Social Dialogue are available at:
http://www.ilo.org/public/english/dialogue/infocus/index.htm

97. During the biennium ILO support enabled many social dialogue institutions to address traditional issues of interest to employers, workers and governments. These discussions centred on topics such as labour market policies, labour legislation, social security, collective bargaining, disputes resolution, safety and health, vocational training, productivity and minimum wage negotiations. However, ILO efforts also promoted the recognition of social dialogue as a valuable way to build consensus on broader economic and social challenges, whether through existing or new consultative forums. Consultations through tripartite forums produced positive impacts such as dispute settlements, industrial agreements and productivity improvements to support economic growth and development.

Social partnerships guide Czech Labour Code amendments

The Czech Republic is actively pursuing membership in the European Union and wants to improve its implementation of ILO Conventions. As part of this, it set out to amend its Labour Code. ILO expertise and advisory services supported a vibrant consultation and negotiation process. The tripartite Economic and Social Council discussed draft amendments proposed by the Government, employers' and workers' organizations and other experts. They reached compromises on many issues, paving the way for an amended Labour Code that came into effect in January 2001. It improves gender discrimination protection, introduces new forms of social dialogue at the enterprise level, increases protection against collective redundancies and raises the minimum level of annual paid leave.

98. Much of this work to support and encourage social dialogue took place through technical and advisory services to constituents and member States. As a further part of the overall strategy to strengthen the effectiveness of institutions and social partners, more resources were devoted to expanding the ILO knowledge-base of the institutions, machinery and processes of social dialogue.

99. Work with specific economic sectors was another element in building social dialogue and achieving greater outcomes under this strategic objective. One such outcome was the growing use by other international organizations, especially within the United Nations system, of the results of ILO social dialogue efforts within specific sectors. This reflected the recognition of ILO expertise in social dialogue and social policy issues affecting particular economic sectors. It meant that the ILO registered an impact that went far beyond the biennial target.

> More details on sectoral activities are available at:
> http://www.ilo.org/public/english/dialogue/sector/index.htm

100. Sectoral meeting outcomes related to standards, training or occupational safety and health were put into practical application through existing or new sectoral social dialogue mechanisms created with ILO assistance. This was most apparent in sectors such as education, textiles and clothing, hotels and tourism, shipping and ports, mining and forestry. In addition to its normal programme of sectoral meetings, the Office organized high-profile meetings on the hotel and tourism sector and on civil aviation that identified strategies for constituents and the ILO to deal with the downturn in both sectors after 11 September 2001. The first meeting of the High-level Tripartite Working Group on Maritime Labour Standards was a key step in the consolidation of all ILO standards in that sector.

Ensuring decent work in sustainable forests

ILO constituents in the forestry sector are active in independent, third-party certification of forest management and forest product labelling schemes. This voluntary certification promotes sustainable development and communicates the industry's achievements.

The challenge has been how best to recognize social and labour aspects in performance standards. Constituents recognized that many ILO texts would help in this process and asked for a guide to ILO texts relevant to sustainable forest management. Since publication of that guide in July 2000, the globally operating Forest Stewardship Council (FSC) and the Pan-European Forest Certification (PEFC) have adapted their standards and procedures in line with the suggestions in the guide. This includes compliance with the Conventions covered by the Declaration and recommended use of the ILO code regarding work safety. This success has led European governments to approach the ILO for assistance with incorporating social components into national sustainable forest management policies.

101. While progress beyond established targets was achieved in the ratification of ILO Conventions covering some specific sectors as noted in the results table, less progress was achieved than projected on ratification and implementation of some core Conventions linked to social dialogue. In particular, it was decided that since the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), has more than 100 ratifica-

tions, the emphasis should be on integrated strategies in specific member States combining encouragement for ratification with technical cooperation to improve tripartism and social dialogue in substantive ways. Forthcoming advocacy and promotional materials that communicate best practices will further support this strategy.

102. Even with the progress to date, the value of social dialogue is still often unrecognized and underutilized, especially in strategies to address broad social and economic priorities, such as employment, sound industrial relations, social protection and gender equality. A related concern is that many existing consultative institutions are not generating outcomes.

103. In response, future social dialogue strategies will emphasize support for dialogue at the enterprise, sectoral, national and subregional levels. Strategies will include research into the impacts of social dialogue on major issues. Technical advice and assistance will emphasize the establishment and renewal of the basic legal and institutional frameworks that are necessary for effective social dialogue.

Operational objective 4c: Stronger parties to social dialogue

Support for stronger workers' organizations

Indicator	Target and outcome
4c.1. Employers' or workers' organizations that provide new or improved services to their members or strengthen their capacity to provide such services.	**Target:** Workers' organizations in 30 countries. **Outcome:** Workers' organizations in more than 50 countries. **Results:** Standards and fundamental principles and rights at work. **Arab States:** Positive trade unions impact on ratifications of C.182, C.111 and C.87 in the countries across the region. **Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Republic of Moldova, Russian Federation** and **Ukraine:** International Forum on Freedom of Association raised workers' awareness. A trade union information network set up to monitor violations of C.87 and C.98. Training materials developed. **Bahrain, Jordan** and territories under the **Palestinian Authority:** Amendments to the Labour Code based on core Conventions presented to Parliament and taken into consideration. **Belarus:** Trade unions at the forefront of campaign for democracy, trade union and human rights. Web site created as an important tool for the campaign. **Benin**: Training module on the ILO Declaration introduced in workers' education programme. **Benin** and **Nigeria:** Joint national programmes adopted to strengthen capacity on collective bargaining and participation in tripartite bodies. **Burkina Faso, Colombia, Ecuador, Guinea, Peru, Sao Tome and Principe** and **Venezuela:** Training programmes with emphasis on collective bargaining adopted to strengthen capacity of workers' organizations on collective bargaining and participation in tripartite and bipartite bodies. **Ethiopia:** Proposals on privatization and the right to consultation and collective bargaining serving as basis for negotiations with the Government. **Ghana, Nigeria, Swaziland** and **United Republic of Tanzania:** Trade union capacity strengthened in the campaign for ratification of the core international labour standards. Internal structure developed by trade unions to monitor respect of fundamental principles and rights at work. **Honduras:** Proposal for a new law covering the agricultural sector drafted by trade unions and submitted to Parliament. **Lesotho** and **Malawi:** Collective bargaining increased with more collective agreements signed at national, industrial and enterprise levels. **Pakistan:** Ban on trade union activities in the Water and Power Development Authority (WAPDA) lifted. May Day restored as a public holiday. Workers' and Employers' Bipartite Council of Pakistan (WEBCOP) established in all provinces for cooperation and social dialogue at all levels.

Indicator	Target and outcome
	Thailand: Right to establish trade unions restored for workers, state-owned enterprises and right to collective bargaining established and implemented.
	Child labour
	Angola, Cameroon and **Gabon:** Joint trade union coordinating bodies established in each country, national plans to combat child labour adopted.
	Bangladesh, Brazil, Egypt, Ghana, India, Nepal, Paraguay, Peru, Philippines, Sri Lanka and **United Republic of Tanzania:** Trade union positive impact on the ratification of C.138 and C.182. Introduction of relevant changes in national legislation.
	Caribbean: Awareness on child labour issues raised among trade unions operating in the tourism sector.
	Indonesia and **Viet Nam:** Focal points and new structures established by trade unions to combat child labour.
	Malawi, Thailand and **Uganda:** Provision of the child labour Conventions included into collective agreements.
	Togo: C.182 translated into two local languages.
	Employment
	Central and **Eastern Europe:** New advisory services on women in the labour market provided through dissemination of ILO materials, national research papers on macroeconomic policies and trade union approach.
	Mongolia: Cooperative Promotion Centre, savings and credit cooperatives in Ulan Bator, Tuva and Selenge provinces established.
	Zambia: Trade unions adopted policy on jobs creation and engaged the Government in a dialogue on national employment policy and programme.
	Social protection
	Arab States: Module on occupational safety and health based on the relevant ILO Conventions introduced in workers' education programme at national level.
	Argentina, Brazil, Chile and **Uruguay:** Trade union training programmes on OSH focusing on specific workplace situations were developed and applied.
	Brazil, Central and **Eastern Europe, Costa Rica, Dominican Republic, Guatemala, Honduras** and **Republic of Moldova:** Plans adopted by agricultural unions to promote C.184. Adoption and integration of ILO code of practice on HIV/AIDS in trade union activities.
	Caribbean: Awareness raised among trade unions on OSH and HIV/AIDS in the workplace, particularly in the tourism sector.
	Central and **Eastern Europe:** New strategies established by trade unions to influence national policy reforms on OSH, followed by advisory research services. Training materials and a CD-ROM developed.
	Czech Republic and **Slovenia:** Public pension schemes revised taking into account trade union inputs.
	Latin America: Following research on social security by trade unions, information provided to trade unions on alternative coverage of the informal economy workers.
	The former Yugoslav Republic of Macedonia: National framework policy on occupational safety and health adopted.
	Namibia: Knowledge about occupational safety and health increased; a trade union policy adopted.
	Uganda: Workers' manual on trade union action against HIV/AIDS produced and tested.
	Venezuela: National Institute on Training on OSH (INFI) established for trade unions' affiliates.
	Social dialogue
	Burkina Faso, Central African Republic, Costa Rica, Dominican Republic, El Salvador, Madagascar, Panama, Russian Federation and **Senegal:** Coordinating bodies set up in each country allowing workers to participate in national tripartite discussions as a united group.

Indicator	Target and outcome
	Cambodia: Four national unions appointed to the National Tripartite Labour Advisory Committee (LAC). Strong pressure from the trade union representatives in LAC meeting resulted in the minimum wage being raised.
	Chile: A permanent national tripartite mechanism for social dialogue launched.
	Estonia: Workers' education programme and policies adopted through audit and advisory services.
	Ethiopia, Ghana, Mauritius and **Seychelles:** Adoption of national programmes of action for implementing findings of a study on industrial conflict resolution.
	Ethiopia, Russian Federation, Uganda, Uruguay and **Venezuela:** Positive impact of trade unions on national tripartite and bipartite forums dealing with structural reforms and privatization of public enterprises.
	Latin America: (a) New advisory and research services created within international trade secretariats covering postal services and automobile industry to strengthen agreements with multinational companies. (b) Manual on Collective Bargaining and Code of Conduct for trade unions in Nestle group of companies published and used as reference for affiliates to International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) and other industrial unions in the region.
	Liberia: Trade union solidarity action group established to strengthen workers' role in national consultative forums.
	South Africa, United Republic of Tanzania, Uganda and **Zambia:** Following a research on good practices adopted by workers' organizations, poverty alleviation strategy adopted by trade unions.
4c.2. Employers' or workers' organizations that take policy or practical initiatives to extend representation of their organizations, for example by establishing links with small enterprises or the informal sector or through enhanced representation of women and migrant workers.	**Target:** Workers' organizations in 30 countries.
	Outcome: Workers' organizations in more than 50 countries.
	Africa: Trade union capacity to deal with the World Bank policies and practices improved among the affiliates of Education International and a number of other international trade secretariats. Specific training guides produced and used.
	Algeria, Kuwait, Russian Federation and **Yemen:** New women's committees established in trade unions.
	Argentina, Australia, Canada, Finland, Germany, Ireland, Italy, Japan, Latvia, Namibia, Netherlands, Philippines, Spain, Sweden, United Kingdom and **United States:** Research finding on pay equity agreements in the public services established. Pay equity issues taken up in the bargaining agenda.
	Argentina, Brazil, Chile, Colombia, Mexico, Uruguay and **Venezuela:** Research findings on gender-sensitive issues introduced into collective bargaining.
	Bangladesh: Bangladesh National Committee for Women Workers' Development (BNCWWD) set up. Women elected to the executive committees of their respective unions.
	Bangladesh, Botswana, Ethiopia, Namibia, Sierra Leone and **Zimbabwe:** Policy to promote union membership and sign collective agreements in export processing zones, which predominantly employ women and young workers, adopted and implemented.
	Benin, Burkina Faso, Guinea, Mali, Mexico, Niger, Rwanda and **Senegal:** Workers' organizations, cooperatives, other income-generating associations, mutual health and micro-credit schemes created in the informal economy.
	Bolivia, Colombia, Ecuador, Peru and **Venezuela:** New body on women's participation in trade union organizations established.
	Botswana, Gambia, Ghana, Liberia, Seychelles and **South Africa:** Strategic plans to strengthen trade unions' institutional capacity to deal with the issue of informal economy workers adopted.
	Burkina Faso, Mali, Nigeria and **Senegal:** Associations catering for certain groups of workers (e.g. vegetable and fish vendors) in the informal economy.
	Cape Verde, Mauritania and **Senegal:** Plan of action adopted to organize the workers in the informal economy.
	Central and **Eastern Europe:** Women workers' network strengthened through dissemination of study materials.

Indicator	Target and outcome
	Colombia, Peru and **Venezuela:** Strategic plans to strengthen trade unions' institutional capacity adopted.
	Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and **Panama:** National diagnosis of the situation of trade unions elaborated, leading to discussions on trade union structures in each country. National agreements to strengthen labour movement applied.
	Costa Rica, Dominican Republic, Uruguay and **Venezuela:** National gender issues programme adopted and implemented in workers' education.
	Egypt, India and **Uganda:** Women's participation in trade union activities rose from about 5 per cent to 19 per cent due to campaigning to increase women's recruitment.
	Ghana and **Malawi:** Trade union policy for informal economy workers adopted and implemented helping to set up and operate small independent enterprises.
	Global: International industrial organizations' mainstreaming gender perspectives strengthened in all their activities.
	Indonesia: Informal economy workers covered by private insurance companies due to arrangements made by trade unions.
	Indonesia, Thailand and **Viet Nam:** Focal points and new structures established by the trade unions to enhance the status of women results in increased percentage of women in union leadership positions and/or participating in key activities.
	Kuwait and **Yemen:** New women's committees established.
	Philippines: Amendments of one union's constitution to cater for informal economy workers' associations adopted.
	Russian Federation: Special programme on women workers' issues adopted and integrated into activities, first woman appointed as Vice-Chairperson of the Government.
	Viet Nam: New associations of workers in the informal economy established. Amendments to labour legislation drafted to extend benefits to informal workers.

Strategies, results and lessons learned

104. Three key factors are behind the greater than expected achievement of most targets related to the strength and representation of workers' organizations. First, workers' organizations increasingly used the Declaration and ILO core labour standards in their strategies to address key issues. Second, many workers' organizations have developed the capacity to be more effective and accepted interlocutors with governments and employers' organizations. Third, awareness raising and workers' education activities increasingly focused on ILO standards-related activities and social protection issues (e.g. child labour, forced and obligatory labour, occupational safety and health in agriculture, HIV/AIDS and social security).

> More details on the work of the Bureau for Workers' Activities are available at: http://www.ilo.org/public/english/dialogue/actrav/index.htm

105. An important contribution to these results was an increased ILO emphasis on strategic priorities. For example, trade unions received support on strategic planning that was focused on issues such as addressing macroeconomic issues, expanding representation, addressing needs in the informal sector, migrant workers and women workers. Results were also achieved through closer consultation with national, regional and international workers' organizations including those in specific economic sectors.

106. One impact of this work was more collective agreements addressing gender and equality issues. Another was the growing use by trade unions of ILO Conventions and campaigns in their own workplace, social and economic issue strategies.

Improving women's participation in unions and inclusion in society

Since the late 1990s, women workers have made progress in some South-East Asian countries in improving their working conditions, participating in trade union work at all levels and being more included in society. ILO cooperation with the Government of **Belgium** has significantly contributed to this success. National trade unions have established focal points and structures capable of enhancing the status of women and to combat child labour. As a result, in **Thailand** and **Viet Nam** women now occupy 30 per cent of trade union leadership positions. The textile union of **Indonesia** (TSK) held their first women's conference, which put forward a new trade union strategy on gender- and equality-related issues. In **Bangladesh**, women trade union leaders from 11 federations have set up a National Committee on Women Workers' Development and a number of women are now on the executive committees of their unions.

107. The ILO has long supported approaches that build unity among national and regional trade union organizations. Consistent with that, ILO support assisted in the creation of new coordinating mechanisms among trade unions to deal with issues like trade union rights, the social dimensions of economic integration, child labour and gender equality.

108. An expanded use of information and communications technologies, databases and networks helped to enhance services to workers' organizations. For example, the web pages of the Bureau for Workers' Activities grew to register more than 100,000 hits per month. In Latin America a new information service on freedom of association and social protection issues was delivered through a specialized web site. In Central and Eastern Europe new advisory services were established on women and labour market issues. In French-speaking Africa, trade union assistance programmes for informal sector workers were instituted.

109. Unions in all countries are being challenged by the negative impacts of globalization and increasingly precarious employment conditions due to more open trade and investment and changing ways of producing goods and services. Consistent with overall ILO strategies for greater engagement with international financial institutions (IFIs), the Bureau held a symposium, "Strengthening Workers' Participation in the UN System and Impact on the Bretton Woods Institutions" in September 2001. This was the first ILO event to bring together representatives of major international trade union organizations to discuss the impacts of IFIs and the World Trade Organization (WTO) on the world of work and strategies to address them. It provided an opportunity to raise issues with IFI and WTO representatives.

110. The symposium identified strategies to influence future IFI and WTO decisions. One element of those strategies will be support for stronger ILO and labour roles in shaping the social dimension of globalization, including the world commission that was approved by the Governing Body at its 282nd Session (November 2001). Practical steps to strengthen dialogue between labour and IFIs and the WTO were identified. Other strategic elements would include increased efforts at national action, alliances with like-minded NGOs and a stronger trade union movement. The forum also identified the value of internal capacity-building strategies for trade unions to improve labour influence on social and economic development decisions.

111. While the ILO can point to progress towards stronger, more effective and representative workers' organizations over the biennium, challenges persisted. In many countries, basic trade union rights remained restricted. In others, the attitudes of some employers and governments still did not support a full role for trade unions. Workers' organizations also continued to face internal challenges. In some countries, the existence of a large number of competing trade unions impeded the design of effective programmes. In other countries, inadequate numbers of trained union staff and turnover of those who had been trained also restricted the capacity for sustained action. In response, the support for strategic planning in workers' organizations is expected to help build a stronger capacity for sustained action over time, which should be less affected by turnover.

112. Against a general background of falling technical cooperation delivery rates for the Office, the Bureau for Workers' Activities made some progress but recognized a need to improve the coordination of its own actions. The Bureau began development of a new computer-based system for planning and monitoring all activities, regardless of type or funding source. It began to put an integrated approach on technical cooperation and joint programming between headquarters and the field into place.

Support for stronger employers' organizations

Indicator	Target and outcome
4c.1. Employers' or workers' organizations that provide new or improved services to their members or strengthen their capacity to provide such services.	**Target:** Employers' organizations in 20 member States. **Outcome:** Employers' organizations in more than 40 member States. **Albania, Kazakhstan** and **Serbia:** An independent employers' organization established. **Argentina:** New informal dispute settlement mechanism instituted. **Argentina:** Successful lobbying for legislative reform in occupational safety and health. **Bahamas, China, India** (2), **Kenya, Mongolia, Thailand** and **Uganda:** Strategic plans to strengthen organizational capacities adopted and being implemented. **Bolivia:** New services to improve quality management with a view to enterprises ISO certification. **Cape Verde, Jordan, Kuwait, Lebanon, Qatar** and **Syrian Arab Republic:** Specialized units created to support SMEs. **China, Mauritius** and **Philippines:** New advisory service implementing cleaner production audits. **Costa Rica:** New labour law service. **Croatia:** New management training service. **Dominican Republic:** New industrial safety service for member enterprises. **Dominican Republic:** Training courses on productivity for small enterprises delivered. **Estonia, Lithuania, Poland** and **Romania:** Referring to resolution by 1995 European Regional Conference governments persuaded to remove fiscal restrictions on financing of employers' organizations. **Fiji:** New training service for middle-management personnel. **Guatemala:** Labour code reform achieved through bipartite effort. **Indonesia:** New training service in negotiating collective agreements. **Malawi, Zambia** and **Zimbabwe:** National labour codes reflect employer concerns. **Malaysia:** Industrial relations training programme enhanced. **Mali:** New information and advisory services. **Mongolia:** WISE training programmes for small and medium-sized enterprises introduced. **Morocco:** New conflict resolution advisory unit created in employers' organization. **Papua New Guinea:** Organization restructured, and lobbying role enhanced. **Philippines:** New training programme for executive development. **Philippines** and **Thailand:** New labour market information service. **Senegal:** Reform of human resources development strategy in response to employer demands. **Seychelles:** New training service in quality improvement. **Sri Lanka:** Training programme on industrial relations in the workplace developed. **Thailand:** Launch of programmes to improve competitiveness.

Indicator	Target and outcome
4c.2. Employers' or workers' organizations that take policy or practical initiatives to extend representation of their organizations, for example by establishing links with small enterprises or the informal sector or through enhanced representation of women and migrant workers.	**Target:** Employers' organizations in 10 member States. **Outcome:** Employers' organizations in 13 member States. **Benin, Burkina Faso** and **Niger:** Strategic framework and specialized services to promote women's participation in the economy. **Colombia:** Employer-led initiatives help 80 children to stop work and go to school. **Colombia, Oman, Syrian Arab Republic** and **United Arab Emirates:** Women's committees established to promote women entrepreneurs. **Costa Rica:** Scholarships obtained for child workers, and formal sector jobs found for parents. **Costa Rica** and **Senegal:** Income-earning activities to help families keep their children in the education system and prevent child labour. **Guatemala:** Foundation created to combat child labour and provide training to minors. **Guatemala:** Foundation to support the placement of street children in vocational training. **Mongolia:** Recommendations on the implementation of legislation and national action plan for the employment of the disabled. **West** and **Central Africa:** Action plans on HIV/AIDS. **Zimbabwe:** Awareness on the issue of child labour, contributed to ratification of C.138.

Strategies, results and lessons learned

113. The targets for employers' activities reflected prevailing but prudent levels of achievement at the time they were set, but two factors helped lead to greater success than forecast. First, there was greater strategic focus in the choice and design of activities, which were developed through dialogue with the employers' organizations concerned. Second, outcomes were more generally linked to the most relevant needs of employers' organizations.

114. During the biennium, strategies were built around the need for employers' organizations to provide services that would give more value to their members and improve enterprise performance. This reflected the reality that in the area of direct services, such as advice, training and information, employers' organizations had to continuously improve the relevance and quality of what they offered, often to meet competition from other service providers. With ILO support, several organizations introduced new services or improved existing ones in such areas as training, dispute settlement, quality assurance and negotiation.

> More details on the work of the Bureau for Employers' Activities are available at:
> http://www.ilo.org/public/english/dialogue/actemp/index.htm

115. Information is an increasingly valuable commodity, and it was recognized that employers' organizations had significant service opportunities in that area. In several countries the ILO helped to establish the capacity for them to collect and analyse data, and to package it for different uses. This resulted in various information products for employers such as executive remuneration and wage surveys.

116. In several cases, ILO support helped employers' organizations to develop strategic plans. Such plans represented the common vision, shared objectives and mutual commitments between the organization's leadership, membership and staff, setting the stage for a more solid institution. The plans also positioned organizations to better benefit from subsequent technical cooperation with the ILO and other agencies.

Building the information base for employers in the Philippines

When the Employers' Confederation of the Philippines (ECOP) decided to invest in a research and information officer at the end of 1999, the ILO supported that decision. ILO assistance included training on how to conduct surveys, how to organize and analyse the data, and how to package the results for different uses. It also involved technical support to the ECOP officials involved. By early 2001, ECOP had launched a major executive salary survey in response to member demand that will be an annual feature. It is likely to lead to the development of information products and services on other subjects where ECOP can establish a strong information position.

117. In order to improve their representational services, support was provided to employers' organizations to improve their knowledge of economic and social issues, to improve their skills at communicating with target audiences and to improve internal consultative mechanisms. An increasing number of employers' organizations broadened their agendas to take a keen interest in issues such as child labour and HIV/AIDS. Efforts to encourage the participation of women in the economy, especially in entrepreneurship and other leadership roles in business, also produced results.

118. While progress was made and targets met, many challenges were still very clear. Developing employers' organizations involves building the skills and knowledge of their staff, and sometimes of their elected officials. However, the remuneration offered by employers' organizations in the majority of countries is not as high as that offered by enterprises. So, turnover among trained staff and among elected leaders remains a major factor influencing the sustainability of outcomes to date.

119. Another challenge was the fundamental work required in many developing countries and countries in transition to build employers' organizations. ILO work in these countries included drawing business community support for employers' organizations, encouraging leadership and adequate staffing and improving the management of existing secretariats. In some cases, especially in countries emerging from situations of conflict, the ILO helped employers to see shared interests and to set up representative organizations for themselves.

Support for stronger labour law and administration

Indicator	Target and outcome
4c.3. ILO member States that ratify the Labour Administration Convention, 1978 (No. 150).	**Target:** 6 additional member States. **Outcome:** 6 additional member States. **Belize**, **Benin**, **Czech Republic**, **El Salvador**, **Lesotho** and **Luxembourg**.
4c.4. ILO member States that take practical steps to strengthen their labour administration.	**Target:** 10 additional member States. **Outcome:** 17 additional member States. **Bahrain:** New labour market information system; adoption of a National Programme on Employment and Training for Bahrainis. **Benin:** Definition of priorities, programming of activities, increase of labour inspection visits. **Burkina Faso** and **Senegal:** Return of labour inspectors into enterprises. **Chile:** Review of administrative procedure and working methods in labour administration. **Costa Rica:** Creation of consultative council. **Dominican Republic:** New regulations and manuals. **El Salvador**, **Guatemala**, **Honduras** and **Nicaragua:** New services provided to users. **Jordan:** Restructuring of Ministry of Labour; programming and evaluation system for Ministry adopted.

Indicator	Target and outcome
	Morocco: Revival of National Institute for Labour and Social Protection and elaboration and implementation of workplan for training ministry employees. **Peru:** Restructuring of ministry according to ILO recommendations. **United Arab Emirates:** Restructuring of Ministry of Labour and Social Affairs; adoption of strategic planning system. **Uruguay:** Adopted ILO safety regulations for forestry. Inspectorate monitoring enforcement. **Yemen:** New labour market information system unit.
4c.5. Member States that adopt laws, regulations and law enforcement machineries and procedures, with ILO technical assistance based on ILO standards, and with the involvement of the social partners.	**Target:** 10 additional member States. **Outcome:** 19 additional member States and 3 other entities. **Bahamas:** Employment Act adopted, May 2001. **Bosnia and Herzegovina:** (a) Federation of Bosnia and Herzegovina: New labour amendments to the labour law adopted August 2000; new law on strikes adopted April 2000. (b) Republic of Srpska: New labour law adopted November 2000. **Cambodia:** Prakas to organize trade union representation and collective bargaining at the enterprise level adopted November 2001. **Chad:** Order creating the National Committee for the Follow-up of Social Dialogue. **Comoros:** Order No. 59-73 on workers' compensation (occupational diseases) was adopted. **Estonia:** Trade Union Act of 16/6/2000 adopted. **Guatemala:** Labour Code amended May 2001 for closer conformity with C.87 and C.98. **Indonesia:** (a) Trade Union Act adopted. (b) Regulations on major hazard control adopted. **Niger:** National Social Dialogue Commission created 2000, and amended in 2001 to include civil society. **Panama:** Decree to help ratify C.138. **Peru:** Collective labour relations law amended November 2001 for closer conformity with C.87. **Russian Federation:** New Labour Code adopted in first reading by the Federation Duma. **South Africa:** (a) Employment Equity Act, Act No. 55 of 1998. (b) Code of Conduct on HIV/AIDS at the workplace adopted Government Notice No. 1298 of 1 December 2000. (c) Labour Relations Amendment Bill. **Sri Lanka:** Amendments to Termination of Employment of Women Act. **Suriname:** Social security system and related legislation revised. **Swaziland:** Industrial Relations Act of 6 June 2000. **Uganda:** 4 new labour laws tabled before Parliament. **Yugoslavia:** New labour law for Serbia passed Parliament December 2001. **Zambia:** Amendments to Industrial Relations Act. *As well as actions in other entities that are not member States:* **East Timor:** Labour Code pending adoption by National Assembly. **Kosovo:** Enacted Essential Labour Law. **Territories under the Palestinian Authority:** Adoption of a Labour Code.
4c.6. Member States that base major components of their legislation governing the public service on ILO advice.	**Target:** 5 additional member States. **Outcome:** Resources and time in the biennium were devoted to developing the necessary expertise in public service legislation. The preparatory work is now complete and advice is being given to member States.

120. Requests from constituents related to strengthening labour law and administration continued to increase in line with the emergence of more democratic systems of government in many regions. Member States have looked to ILO principles and Conventions for guidance on legislative issues and to ILO technical advisory services for support in training labour administrators and other officials. Importantly, labour legislation guidelines were published which provide countries with assistance in designing and drafting labour laws on the ILO's core labour standards using a tripartite approach.

> More details on activities related to government, labour law and administration are available at:
> http://www.ilo.org/public/english/dialogue/govlab/index.htm

121. Strategic approaches set priorities for the most effective use of resources. For example, groups of senior officials from Africa were assisted to set priorities at the political level. Deeper assessments of labour administration systems took place to strengthen collaboration where it was most likely to achieve the strongest outcomes. Practical tools, methods and publications were developed to give concrete assistance on administrative and day-to-day processes more efficiently. Collaborative work across ILO sectors facilitated comprehensive responses to the needs of member State labour ministries.

122. One area in which results fell short of projections was support for member States on legislation governing employment in the core public service (i.e., not government enterprises, education, health services and utilities). It was determined that this relatively new area of attention required a greater base of information and analysis, which will be used to offer services in the next biennium. However, the integration of labour law and administration issues and public service employment issues in one unit enabled more effective work with member State institutions that are responsible for both the preparation of laws and their supervision and implementation.

CROSS-SECTORAL PROGRAMMES

INTERNATIONAL TRAINING CENTRE (TURIN CENTRE)

INTERNATIONAL INSTITUTE FOR LABOUR STUDIES

INTERNATIONAL POLICY GROUP

BUREAU FOR GENDER EQUALITY

BUREAU OF STATISTICS

EXTERNAL RELATIONS AND PARTNERSHIPS

COMMUNICATIONS

Cross-sectoral programmes

Resources for cross-sectoral programmes in 2000-01 (US$)*

	Regular budget resources 2000-01	Actual regular budget expenditure 2000-01	Estimated expenditure on technical cooperation	Actual extra-budgetary expenditure 2000-01
Turin Centre	5 340 000	5 340 000	n.a.	n.a.
International Institute for Labour Studies	4 931 020	5 227 090	n.a.	n.a.
International Policy Group	1 246 414	1 324 159	n.a.	n.a.
Gender equality	2 026 622	1 974 721	2 374 000	(Available at ILC)
Statistics	6 756 756	6 601 788	n.a.	n.a.
External relations and partnerships	4 515 784	4 541 084	n.a.	n.a.
Communications	5 599 375	5 480 933	n.a.	n.a.

* The resource levels reported in this table contribute to the strategic resources reported under each strategic objective.

123. The Programme and Budget for 2000-01 identified the International Training Centre of the ILO in Turin, the International Institute for Labour Studies, the International Policy Group, the Bureau for Gender Equality, the Bureau of Statistics and Technical Cooperation as cross-sectoral programmes. This reflected the perspective that these programmes had key functions in shaping the ILO agenda, expanding knowledge and building partnerships.

124. Because of the need to integrate activities towards decent work within the Office and with other organizations, the Programme and Budget for 2002-03 designated "External relations and partnerships" and "Communications" with the above as cross-cutting activities.

International Training Centre (Turin Centre)

125. During the biennium 2000-01, the International Training Centre of the ILO carried out training activities that reached more than 15,000 participants from over 170 countries. Activities took place on the Turin campus, in the field or through the use of the Internet. Some 40 per cent of the Centre's participants were women. The Centre began cooperation with the International Institute for Labour Studies to develop new training modules specifically constructed to assist constituents and ILO staff in the formulation and implementation of decent work policies.

126. Substantial programme development took place to address identified needs in line with the four strategic objectives of the ILO. For example, the training programme on international labour standards and human rights was strengthened. Another project was started to train trainers and constituents on standards related to freedom of association and to mainstream Declaration issues across the Centre's activities. Approximately 7,000 participants were trained on employment topics. The training programme on social protection reached some 1,100 participants, while activities on employers' activities and social dialogue included the training of about 1,300 people in social dialogue. The Centre also offered cross-sectoral training programmes on management of development and training technology and adopted a mainstreaming approach to gender issues.

127. The Centre continued with its activities to promote ILO staff development. In addition to other ongoing and special sessions, the Centre implemented a four-year training programme for ILO young professionals. This began in 2001 with two workshops on decent work and on the management of technical cooperation.

128. Following the General Assembly's decision to establish the United Nations Staff College as a permanent institution in 2002, the necessary measures were taken to ensure a smooth transition towards the new status. The college and the Centre will continue to share services and experiences in areas of common concern.

International Institute for Labour Studies

129. In the biennium 2000-01, the Institute's programme of work was recast in line with the strategic objectives of the ILO. The objective was to support the ILO in developing the conceptual foundations of decent work policies, and to promote debate and knowledge on the topic among ILO constituents, academic experts and policy-makers.

130. The Institute's Research Programme focused on two main sets of issues. The first was the relationship between decent work and economic growth and development. New indicators of fundamental rights at work were constructed and used to start identification of correlations with development, and causal relationships between the four strategic objectives of decent work. Research using these indicators and correlations is expected to contribute to providing a solid and empirically grounded basis to the debate on the economic impact of fundamental rights at work. The second issue concerned the practical implementation of decent work. This involved exploring how social actors and institutions might interact more effectively in the policy process to generate decent work, with an ultimate goal of deepening ILO institutional knowledge of governance mechanisms – an indispensable component of policy-making.

131. In addition to the many ongoing activities of the Education and Outreach Programme, a conference, "The future of work, employment and social protection" organized in cooperation with the French Ministry of Employment and Solidarity helped attract attention from high-level intellectuals, politicians and the media to the concerns behind decent work. A special effort was also made in 2001 to reach out to labour judges, key stakeholders in the promotion of decent work. The Institute's International Internship Programme was reoriented to the four strategic objectives and set in the context of both gender and development perspectives. The delivery of the Programme was also updated.

132. The Organized Labour in the 21st Century Project was completed in 2001. This helped to identify the main challenges faced by trade unions in all countries, and analyse examples of new and successful experiences. As part of the project, an innovative electronic network consisting of a project web site and an interactive conference facility was created. More than 850 union practitioners and labour specialists from different countries used it to exchange views on the future of the labour movement.

International Policy Group

133. The primary function of the International Policy Group (IPG) during the biennium was to provide technical support to the Working Party on the Social Dimension of Globalization. During this period the Working Party significantly enhanced its standing as a high-level forum for policy dialogue on the social dimensions of globalization within the multilateral system. The Bretton Woods institutions, WTO, United Nations and UNCTAD have collaborated more actively in its work, a high-level panel of heads of agencies was organized, and a decision was taken in November 2001 to establish a World Commission on the Social Dimension of Globalization.

134. A key to these positive developments was the Working Party decision in March 2000 to strengthen the technical basis of its work. In response, the IPG prepared proposals for a medium-term research programme to expand the knowledge-base available to the Working Party. It produced substantive technical papers on: "Organization, bargaining, and dialogue for development in a globalizing world", "Poverty reduction and decent work" and "Trade liberalization and employment". That was complemented when the IPG secured extra-budgetary funding for a four-year research project on globalization, employment and poverty reduction that began in mid-2001.

135. Another important function of the IPG during the reporting period was to provide technical support to the Director-General's initiatives in the field of international economic and social policy. A major initiative has been the promotion of an integrated approach to economic and social policies within the multilateral system. In this connection, the IPG organized a technical workshop on the topic in March 2000, prepared a technical paper based on the outcome, and drew on this work to prepare the paper on "Integrated thinking" that the Director-General presented to the April 2001 meeting of the Administrative Committee on Coordination. A second initiative was to promote the concept of decent work as the basis of an integrated approach to international economic and social policies. Support for this was provided through papers on globalization and decent work and through the contribution of IPG staff to ILO collaboration with the World Bank and the IMF in preparing the PRSPs that are described throughout this report.

136. The IPG has also had prime responsibility for monitoring developments in the global economy from the standpoint of their implications for the attainment of the ILO's strategic objectives. This included the preparation of ILO comments on the IMF's biannual *World Economic Outlook*, the Director-General's statements to the International Monetary and Financial Committee and in response to current economic events.

Bureau for Gender Equality

137. The Bureau for Gender Equality had two major objectives for 2000-01. The first was enhanced external visibility for the ILO and gender issues. Achievement of this objective included significant involvement in high-profile events such as Beijing +5, Copenhagen +5 and EXPO 2000, through the organization of panels and workshops that made visible the ILO's expertise on gender issues in the world of work. It also involved presenting the ILO's experiences in institutionalizing gender mainstreaming in other venues and issuing publications that have gone into second editions and are being translated into additional languages.

138. The second objective was more effective mainstreaming of gender issues in the work of sectors and regions within the Office. Stronger networking and consensus-building among gender specialists, focal points and other staff at headquarters and in the field has helped to further the Office policy on gender equality. The ILO was singled out within the United Nations family by the Inter-Agency Meeting on Gender Equality as having made more systematic efforts in incorporating gender into its programming and budgeting. An example of progress was the development of an integrated workplan for mainstreaming gender equality in the ILO programme and budget at an interregional consultation meeting in Turin in February 2001. Others included the adoption of a policy statement on gender mainstreaming at the African and Latin American Regional Directors' Meeting in 2001 and a policy circular by the Turin Centre.

139. The gender audit that began in 2001 was the first in the United Nations system. Nine units at headquarters and in the field have participated so far in this comprehensive learning through self-assessment experience. Initial findings indicated a high degree of awareness and acceptance of the policy on gender mainstreaming but also conceptual problems and a lack of tools in applying the strategy.

140. This was consistent with previous experiences in other areas. For example, gender issues in technical cooperation were identified as an area of special concern. Training sessions for chief technical advisers that took place with the involvement of the InFocus Programme on the Declaration helped to create greater awareness and established linkages to "help desks" at headquarters. Work has been initiated to include gender concerns in the ILO's forthcoming technical cooperation manual.

141. The Bureau entered into a new phase of capacity-building activities for ILO staff based on the findings of an Office-wide needs assessment. The focus is now on developing more tailor-made responses to enhance the competencies of staff at headquarters and in the regions.

Bureau of Statistics

142. The Bureau of Statistics continued to support the development of labour statistics by member States, through standard setting, technical cooperation, advisory services and co-operation with other international agencies. Major developmental work was done on consumer price indices, household income and expenditure statistics. The Bureau improved its compilation and dissemination of labour statistics and provided support services to other ILO units. The Bureau's web site and its statistical web site (LABORSTA) received about 5,000 and 3,500 visits per week respectively. The former was expanded to include a Portuguese section and to enable member States to reply electronically to selected questionnaires. The LABORSTA web site was a major milestone in the ILO's dissemination of statistical information. The system has been enhanced so as to make accessible all time series from 1969 onwards as well as the associated methodological information. The *October Inquiry* report was also put on the web site.

143. The Bureau provided direct support for specific Office priorities. For example, in collaboration with the relevant sectors, it helped identify methods to make world and regional estimates of the number of children at work. It continued work on the development of methods for statistics on workplace-related HIV/AIDS and on occupational injuries, and it participated in the implementation of the Enterprise Flexibility Survey Programme. The Bureau harmonized national labour statistics and constructed and analysed indicators for five of the eight chapters in KILM 2001. It began work on statistics relevant for describing the quality of employment in relation to the decent work paradigm and developed a conceptual framework for informal employment as part of its contribution to the Director-General's ILC 2002 Report *Decent work and the informal economy*.

144. Consistent with the ILO commitment to expand its collaboration with other agencies, the Bureau significantly influenced the development of a European Commission regulation to introduce a compulsory vacancy survey in European Union member countries from 2002. It collaborated closely with the United Nations Statistics Division regarding the treatment of economic characteristics in population and housing censuses, and worked with other United Nations agencies and regional organizations to produce a "Handbook for measurement of the non-observed economy" and a revised version of the ILO manual on consumer price indices.

External relations and partnerships

145. A core element of ILO strategy for 2000-01 was to expand its presence and awareness of the Decent Work Agenda in the international community. This was pursued actively in all major global conferences during the biennium. It resulted in an increased reflection of ILO values in global agreements and documents. In particular, the ILO played a strong role in, or in support of, discussions of relevance to its mandate in the Administrative Committee on Coordination, ECOSOC, United Nations General Assembly (UNGA), the United Nations Special Session (UNGASS) on Copenhagen +5, Beijing +5, Millennium Summit, LDC III, UNGASS on HIV/AIDS, and the World Conference against Racism. The ILO was also increasingly involved in the work of organizations with strong trade and economic orientations and of regional bodies. These included the WTO Ministerial Conference, annual and semi-annual meetings of the Bretton Woods institutions, as well as of the OECD, G8, G7, G15, G77, APEC, OAU, and other organizations.

146. The Director-General played a high profile role in many of these events. The Governing Body was kept regularly informed and involved in shaping the ILO contributions to such events and often designated a tripartite delegation. To support better information and awareness of international policy developments, the Office used tools such as dedicated web sites. Strengthened policy dialogue with other international organizations focused on promoting decent work at international and national levels. Closer relationships and partnerships with other international organizations has been a major feature of the work of the ILO Working Party on the Social Dimension of Globalization.

Communications

147. The ILO communications strategy focused on the development and implementation of a more comprehensive approach to communications, public information and advocacy. The aim was to increase outreach to the Organization's social partners, NGOs and other platforms of communication in addition to ILO-produced publications and attention to the mass media. It also focused on increased involvement in communications across the Office.

148. Examples of more non-traditional approaches to communications included the International Women's Day Conference that was organized to highlight the experience of women achievers. This attracted more than 1,000 people. During the ECOSOC session in Geneva the ILO and Swiss authorities developed a programme to provide information on socio-economic conditions in Africa.

149. In addition to traditional media relations tools, special brochures and ongoing publications such as the *World of Work*, efforts were made to gain media coverage of ILO projects, taking advantage of the Director-General's presence in the field. Media visits were also organized to specific technical cooperation programmes. Video feature stories and video news releases complemented press releases and some were shown by high-profile television outlets such as BBC World and CNN World Report. Several video documentaries were also produced to support key ILO programmes including forced labour, decent work in the maritime sector and trafficking of women and children. Increased use was made of the Internet to provide access to ILO information.

150. With more attention being paid to coordinating communications across all sectors of the Office, a new media training function was started to prepare ILO officials for contacts with the media, public lectures as well as other public appearances.

THE REGIONS

AFRICA

THE AMERICAS

ARAB STATES

ASIA AND THE PACIFIC

EUROPE AND CENTRAL ASIA

The regions

Resources for regions in 2000-01 (US$)*

	Regular budget resources 2000-01	Actual regular budget expenditure 2000-01	Estimated expenditure on technical cooperation	Actual extra-budgetary expenditure 2000-01
Africa	40 073 294	38 093 618	86 897 000	(Available at ILC)
The Americas	36 680 263	34 135 365	25 719 200	(Available at ILC)
Arab States	8 129 430	8 471 963	8 296 400	(Available at ILC)
Asia and the Pacific	37 960 606	33 389 954	49 992 000	(Available at ILC)
Europe and Central Asia	12 380 652	12 658 395	13 606 600	(Available at ILC)
Interregional	n.a.	n.a.	33 488 800	(Available at ILC)
Development cooperation	3 057 272	2 956 354	n.a.	n.a.

* The resource levels reported in this table contribute to the strategic resources reported under each strategic objective.

151. This section summarizes major priorities and some milestones for each region during the biennium. It attempts to avoid overlap with the commentaries under each of the strategic objectives, while recognizing that most key outcomes of ILO work are reflected in impacts in the field. It also recognizes that each region often used integrated strategies that were aimed at the achievement of multiple strategic objectives, as well as strategies aimed at more narrowly defined outcomes.

152. During the biennium, measures such as the creation of decent work teams tested new ways to integrate ILO responses to regional needs, in line with stated priorities. Many initiatives involved work in a number of countries towards a consistent goal.

153. As part of the ongoing evolution of strategic planning and budgeting in the ILO, regional planning and reporting will be reviewed in 2002.

Africa

154. In the context of the current process of strategic rethinking of the future of the African continent's place in the world economy, the 37th Ordinary Session of the Heads of State and Government of the OAU adopted the New African Initiative in Zambia, July 2001. The Initiative stresses the urgent need to eradicate poverty in Africa. The ILO was mandated by the Heads of State and Government to organize jointly with the OAU a Ministerial Meeting on the theme of "Employment and Poverty Reduction in Africa" in April 2002. The plan for a Ministerial Meeting focusing specifically on employment and poverty reduction was prompted by a desire to enrich and consolidate the New African Initiative.

155. The Meeting will be organized under the umbrella of the Jobs for Africa programme and will build on its work in 2000-01. The programme was operational in 17 countries during the biennium and contributed to a growing employment policy priority in national budgets, covering all ILO employment promotion programmes and building on the progressive mainstreaming of gender equality in the region. Strong ILO involvement in the elaboration of individual national PRSPs also led to more coherent global employment policies. Consistent with the growing use of integrated programming, skill development, employment investment and enterprise development, priorities were the focus of combined initiatives. Many ILO post-conflict and other crisis responses also drew on integrated strategies.

156. HIV/AIDS had been integrated into sectoral ILO policies and programmes in Africa before, but the ILO became a major partner in the fight against HIV/AIDS in Africa during 2000-01. The extent of the crisis led to more projects and the integration of HIV/AIDS components into broader ILO strategies and preparation for initiatives in 2002-03, especially in southern and East Africa.

157. In addition to support for ratification of the Worst Forms of Child Labour Convention, 1999 (No. 182), substantial work took place to initiate national programmes and to extend knowledge through SIMPOC studies. Four subregional programmes were launched or are in preparation addressing issues such as trafficking in women and children in western and central Africa.

158. ILO activities during the biennium were targeted towards the tripartite partners. In addition to specific activities for employers, workers and governments, the ILO focused on activities aimed at strengthening social dialogue and tripartite consultations with all partners in the development and implementation of socio-economic policies. In most countries tripartite consultations now take place on a regular basis.

159. The ILO's role in Africa during the biennium was routinely focused on integrated approaches to decent work priorities. Opportunities to shape an African decent work agenda and national and subregional agendas have been discussed at national, subregional and regional levels. It is expected that the decent work pilot projects in Ghana and Morocco will help to test and demonstrate effective strategies. At the subregional level, the ILO has signed Memorandums of Understanding with the Southern African Development Community and the East African Community, as a means to strengthen subregional institutions and mainstream decent work priorities in their activities.

The Americas

160. Declining economic growth for the region's major trading partners combined with internal economic challenges in some countries translated into an increasingly difficult employment scenario for Latin America and the Caribbean by the end of the biennium. This, along with major trends across the region, such as increasing momentum for regional economic integration, influenced the needs of constituents and guided many of the ILO's strategies in the region.

161. The ILO role in promoting decent work as a goal of regional integration initiatives was demonstrated in many ways. For example, the Office supported work by the Interamerican Conference of Ministers of Labour to promote the fundamental principles and rights at work as well as Conventions on other topics in the economic integration processes taking place throughout the region. Ratification of ILO Conventions and the consequent adaptation of national legislation has gained momentum in the region. The enhancement and support of social dialogue continues to be a regional priority, expressed in a large number of activities targeted at subregional and country level – Central America, the Caribbean, Colombia, Peru – and in economic integration areas, especially MERCOSUR. Following up on the conclusions of the Fourteenth American Regional Meeting in 1999, work took place across the region to strengthen social partners and social dialogue institutions. The ongoing goal of this work has been to ensure that these groups are more knowledgeable and better positioned to articulate and act on the needs of constituents in an era of major political and economic changes. This was also the focus of specific actions in countries such as Peru, Bolivia and throughout the Caribbean and Central America.

162. The growth of more and better jobs continued to be a regional priority. This included attention to the needs of the unemployed and people in informal employment as well as gender mainstreaming. In addition to regional research and publications designed to support legislative, policy and practical action, skill development gained increased attention. CINTERFOR and ILO teams and offices worked closely with member States and institutions to address local, national and sectoral training priorities, including the development of stronger training institutions in countries such as Costa Rica, the Dominican Republic, El Salvador and Guatemala. The biennium saw much increased interest in skills development by trade unions and employers' organizations, often in response to pressures for increased productivity and improved worker capacities. The work on More and Better Jobs for Women which began in Mexico was one of many initiatives that addressed the specific interests of the growing number of women in the labour market and their concerns related to poverty and social protection.

163. The region experienced large-scale growth in activities to combat the worst forms of child labour. In addition to numerous ratifications of Conventions, and support for general action at the national and subregional level, specific attention was paid to child labour in small-scale mining, domestic work and to sexual exploitation issues. In addition, the Office embarked on a specific technical cooperation programme with partners in Colombia to address a wide range of issues that had been raised through the standards process.

Arab States

164. While work took place in pursuit of all four strategic objectives, priorities in the Arab States during the biennium reflected the particular importance of two goals. The first was the need for substantial growth in employment creation in countries that often have high rates of unemployment and underemployment. The second was the growing attention to standards, especially ratification of the fundamental Conventions and their effective implementation.

165. Much of the employment creation agenda in the region addressed crisis and post-crisis situations. This included implementation of a Palestinian Emergency Programme with components on vocational training, socio-economic rehabilitation and capacity building as well as a series of projects in southern Lebanon. Also noteworthy is that at the policy level, a Comprehensive Employment Policy Review was carried out in Yemen for the first time in the region. This exercise is expected to provide a comprehensive policy framework for promoting decent work in Yemen. Enterprise promotion initiatives responded to increasing interest in the potential of small enterprise for employment generation. In addition to small enterprise projects in Jordan, needs assessment missions took place in Bahrain, Qatar, Yemen and territories under the Palestinian Authority. Another distinct focus of employment creation was oriented to meeting the needs of people with disabilities. This included adoption of community-based rehabilitation strategies in Iraq, Jordan and the Syrian Arab Republic.

166. Promotion of fundamental principles and rights at work gained momentum, particularly in the Gulf Cooperation Council States. ILO support through contacts, training programmes, studies and technical advisory services improved the state of standards reporting in the region. Gender concerns received particular attention in these and other standards-related activities. This included ensuring the participation of women in training on standards and the promotion and advocacy of women workers' rights.

167. Social dialogue was used as a means of action throughout ILO activities in the Arab States. The Regional Seminar on the Promotion of Tripartite Consultation and Social Dialogue in the Arab Countries in Beirut in October 2000 helped to increase awareness of the role that social dialogue can play in formulating national and regional socio-economic policies. It was complemented by the growing effectiveness of bipartite activities at the national level.

168. Work on social protection related to migrant workers included a comprehensive study in Kuwait on possible improvements in the current system for recruitment of migrant workers. Pilot studies on female migrant workers in Bahrain and Lebanon provided a basis for policy recommendations for improving their working conditions.

Asia and the Pacific

169. The Thirteenth Asian Regional Meeting in August 2001 represented an important step in ensuring the alignment of the work of the ILO in the region with the priorities of governments, employers and workers. The Meeting featured an analysis of the decent work deficit in the region and helped to identify priorities for ILO action. The Meeting emphasized the centrality of employment as an overriding concern in the region along with the need to integrate social concerns into economic planning when addressing poverty reduction and job growth. Social protection represents the biggest decent work deficit in the Asia Pacific region. These gaps need to be urgently addressed along with wider recognition for workers' rights and effective social dialogue – in both of which wide differences exist in the region – if decent work is to be realized in Asia and the Pacific.

170. ILO activities in the region often related to specific country-level priorities and opportunities. For example, the Philippines launched the first National Action Programme for Decent Work in December 2001. Since the informal economy grew in many countries as the formal economy stagnated after the economic slowdown, ILO activities in South Asia and in countries in other parts of the region, such as Papua New Guinea, addressed the need to improve jobs. The informal economy was equally a focus for child labour programmes, especially in South Asia. The worst forms of child labour, such as trafficking for commercial sexual exploitation of women and children, were given priority attention in South-East and South Asia. South Asia was also a focal point for longer term efforts to reconcile the need for adequate labour protection with labour market flexibility. Additionally, technical assistance was given to East Timor, where activities to promote employment during the post-crisis period focused on improving labour administration and relations, and the informal economy's potential contribution to job creation.

171. Other responses to the employment situation included support for industry-based competency standards in many countries across the region and strategies to meet the needs of people with disabilities in Cambodia and the Lao People's Democratic Republic. Entrepreneurship development was another response to the need for more job creation in countries as diverse as Sri Lanka and Viet Nam.

172. The Asian financial crisis demonstrated the weakness of social protection systems and the need for improvements. The approaches used to assist countries to broaden and extend coverage were tailored to specific situations. For example, programming in South Asia encouraged the development of grass-roots initiatives as well as the expansion of formal coverage. Technical advice and analysis were provided to countries including China, where an ILO Preparatory Assistance Project was initiated to review key areas of social protection reform and which in turn became an element of a broader Memorandum of Understanding, envisaged as the basis for a national plan of action for decent work.

173. Assistance with development of national plans of action for HIV/AIDS prevention at the workplace, based upon the ILO code of practice and a wide range of safety and health related actions represented other important aspects of social protection strategies across Asia and the Pacific. The introduction of occupational safety and health management systems in the region, and the WISE programme in China, Indonesia, Lao People's Democratic Republic, Mongolia, Philippines, Thailand and Viet Nam were aimed at enhancing safety and health and working conditions especially at enterprise level.

174. Many of the strategies used in the region provided opportunities to strengthen institutions of social dialogue or to develop institutions for bilateral dialogue and action, especially in South and South-East Asia. For example, in India, enterprise-level bipartite bodies have been established in such industrial cities as Bangalore and Delhi and establishment of a People's Labour Court in the Punjab has significantly led to more rapid solution of many long-standing cases. A wide range of efforts took place in support of stronger employers' and workers' organizations, to enable them to provide improved services to their memberships, extend their coverage and to influence economic and social policies.

175. In several of these interventions in the region, the gender dimension has been increasingly integrated both at policy and local programme levels. Activities in Indonesia, Nepal and Thailand, for instance, have initiated a process to reflect the recognition of rights and economic empowerment on a gender-equality basis, in national planning and in job-creation programmes.

176. An innovative effort aimed at integrating core labour standards with financial investment policies was started with the Asian Development Bank in Bangladesh, Nepal, Philippines and Thailand. This initiative, and collaboration with the World Bank's Poverty Reduction Strategy Papers (PRSPs) process in Nepal, Pakistan and more recently in Cambodia, will bring decent work clearly into the development agenda of countries in the region.

Europe and Central Asia

177. The Sixth European Regional Meeting in December 2000 included a discussion of major trends affecting the Decent Work Agenda in an extremely diverse region. The conclusions of the Meeting identified specific priorities related to each of the four strategic objectives. The Meeting paid particular attention to the impact of information and communication technology on society, and the kinds of policies intended to ensure that the benefits of new technologies would be widely shared, while negative impacts would be addressed.

178. ILO responses to the pressing employment priorities of transition economies often took place through integrated programming to reach many operational objectives. The elaboration of a social protection policy in Kazakhstan is a good example. The fundamental base of research and analysis of key employment issues, including assistance with labour market information and surveys helped to define effective policies in many States. This often led to larger initiatives that combined efforts to build employment skills, enterprise development and employment-intensive investment.

179. Because women have borne a disproportionate share of the burden of change in many transition economies, gender equality was an important focus for work in the region during the biennium. For example, the ILO offices in Moscow and Budapest launched a capacity-building programme on gender, poverty and employment.

180. Occupational safety and health was a continuing regional priority. While activities reflected national, sectoral and workplace priorities, support for the stronger enforcement of standards, including roles for employers and workers, was a consistent emphasis. Others assisted in building more effective labour inspection services. Many of these efforts took place in the ten transition countries that are seeking accession to the European Union and that recognize the importance of addressing substantive concerns about labour issues.

181. The continuing weakness of social security systems in transition economies was a distinct priority. In a number of countries, studies of pension issues in specific member States were developed as a first step to social dialogue on sound reform proposals. The second component of the project was support for training, conferences and meetings to expand awareness of issues. The ILO worked with several member States in the region that sought support for developing social dialogue, especially at the national and the sectoral level. Because formal institutions often already existed, the immediate focus was on support for new legislation and on seminars to explore how best to achieve stronger institutions.

182. Specific emphasis was given to the Stability Pact process in south-eastern Europe and to assist European Union accession countries in attaining their *acquis communautaire*, including through labour law reform.

Development cooperation

183. The Development Cooperation Department had two major objectives during the biennium, the first of which was that its servicing and reporting of technical cooperation would be effective. The second objective was that Office-wide services in support of the delivery of technical cooperation would be enhanced.

184. A series of activities took place in regard to the first objective. In order to keep staff regularly informed of developments and requirements, guidelines on donor profiles for project procedures were posted on the CODEV Intranet site, and these will be regularly updated. In addition, by the second half of 2001, reports of all review meetings with major donors were posted on the Intranet site within a month of the meeting. More than 80 per cent of the more than 1,200 progress reports to donors during the biennium were submitted on time. Delays were due to capacity problems in technical units or to complex reporting requirements. Those problems will be addressed through the introduction of standard reporting formats based on agreements with donors.

185. The second objective was to improve the delivery of technical cooperation. The department ensured that the interval between a request for budget re-phasing and the processing of the request did not exceed seven days, with the average interval being one to three days. In addition, work has commenced on a manual on technical cooperation. A significant development has been the establishment of the delivery task force. It has started to provide semi-annual reports to senior management with recommendations for action to improve delivery. In addition, monthly reports on the financial implementation of technical cooperation projects have now been made available on the Intranet. Training sessions on delivery issues have been carried out in Africa, Asia and Latin America.

186. A review of recent trends in technical cooperation, and the ILO's activities in resource mobilization and relations with partners in development cooperation, is being discussed during the present session of the Governing Body in the Committee on Technical Cooperation. A more complete review of progress to date is included there.[6]

[6] GB.283/TC/1, "Midterm review on technical cooperation".

Governance, support and management

Resources for governance, support and management in 2000-01 (US$)

	Regular budget resources 2000-01	Actual regular budget expenditure
Policy-making organs	60 896 671	57 548 254
Management services	37 694 149	37 670 229
Support services*	55 565 895	55 230 781

* The resource levels reported in this table contribute to the strategic resources reported under each strategic objective.

187. At its 279th Session (November 2000), the Governing Body approved performance indicators and targets for 2000-01.[7] A new Strategic Objective No. 5 – "The management and support services needed for the ILO to achieve Strategic Objectives 1 to 4 are delivered in an efficient and effective manner" was incorporated into the strategic planning framework as part of the approved performance indicators and targets.

188. However, in the discussions of the Programme, Financial and Administrative Committee of the Governing Body on the Programme and Budget for the 2000-01 biennium and its discussion of the report on programme implementation in 2000,[8] a consensus emerged that ILO indicators should relate to the Office's most significant outcomes and that, while important, the priorities attached to governance, support and management services did not require the degree of detailed analysis associated with the four major strategic objectives. In addition, experience with attempting to track progress towards indicators revealed methodological problems that detracted from the reliability and potential credibility of some data on target achievement. It was therefore decided not to proceed with reporting for governance, support and management services through detailed indicators and targets.

189. The Office expects to consider alternate means of identifying and reporting on objectives for these functions. It looks to the Governing Body for guidance on the types of information that would enable an effective analysis of governance, support and management priorities and outcomes. Any subsequent changes in reporting would take place in collaboration with all affected programmes.

190. The structure of this section and the allocation of programmes and units within the Office to the specific subsections on governance, support and management services is broadly consistent with the allocation made in the Programme and Budget for 2000-01. The exceptions are that "External relations and partnerships" and "Communications" are now identified as cross-cutting activities for this implementation report, consistent with the decision to treat them as such in the 2002-03 programme and budget.

Governance/policy-making organs

191. Findings from a 2000 review of the production of International Labour Conference and Governing Body documents led to work to develop practical management systems with appropriate IT support in 2001 in the *Relations and Meetings Department*. A reorganization of document production began, including a pilot project for improved workflow through structural rationalization. A planning and coordination unit was established. A framework of service-level agreements between user and production units is in development and a package of management tools that would include work tracking and document management systems is being considered.

[7] GB.279/PFA/7.
[8] GB.280/11/1.

Management services

192. The *Human Resource Development Department* made substantial progress in implementing a new human resources policy. The goals of the policy are to enhance the knowledge and skills of the staff, improve recruitment and selection, improve staff-management consultations and put in place a new grievance resolution system. The Committee has been kept informed of developments in this process through a separate reporting stream.* That reporting has described progress on issues relating to: collective bargaining, grading, harassment-related grievances, grievance handling; resourcing; development appraisal; the Young Professional Career Entrance Programme; contract policy reform; work-life initiatives; and performance and reward management.

193. The *Financial Services Department* identified a series of targets for 2000-01, with those under the control of the department being generally met. Improvements in processing times for key financial processes were a priority during the biennium with the implementation of an automated system for processing claims, improving payment cycle time and avoiding duplication. Further decentralization of approval authority for low- to mid-sized technical cooperation budgets and the deployment of automated tools at headquarters should improve this level of achievement in 2002-03.

194. The major priority of the *Bureau of Programming and Management* was deeper application of strategic budgeting, which is described at the beginning of this report.

Support services

195. In response to growing demands on the Office's information technology (IT) infrastructure, the *Bureau of Information Technology and Communications* carried out a major network upgrade. This will help to meet the requirements of users with the operations of servers and network components. The average completion time of calls for Help Desk support was 9.6 hours in the year ending August 2001 with a trend during the latter part of that period (June to August 2001) to faster completion times (5.2 hours).

196. The key service targets for the *Bureau of Internal Administration* were met. Steps were taken that are expected to shorten processing times for travel authorizations in 2002 through reorganization and process simplification. Further reductions are expected in costs of telephone services due to new supplier selection processes and system upgrades.

197. The 2000-01 biennium amply demonstrated the extent to which the *Bureau of Publications*' own performance is closely tied to the timely delivery of quality manuscripts. Experience has now shown that a target editorial and production time of six months is only possible if the manuscript is of short to medium length, the final draft is of good quality and queries to authors are answered promptly. The number of titles selling over 200 copies in 2000 stood at 54 (compared to an annual target of 70), while the number of titles selling over 200 copies in 2001 is 64. E-commerce sales in the second full year of operation increased by 33 per cent over the first full year while, for the same period, the number of customers who purchased online increased by 38 per cent. Although significant, these are slower growth rates than originally targeted. While the original target for the English, French and Spanish editions of the *International Labour Review* was for total subscriptions to increase by 10 per cent, they declined slightly at a time when major journals were experiencing more significant declines.

198. The *Bureau of Library and Information Services* met its service targets. Consistent with the trend to greater automation of services, references in LABORDOC provide direct access to the documents in electronic formats. The Bureau introduced Internet searching and information access courses to expand awareness of information specialists and other stakeholders of available tools. It launched an information consultancy service to aid clients in finding coherent and efficient ways to manage information and knowledge. In addition, it developed a virtual library system which facilitates access to Web-based information from ILO and non-ILO sources.

*GB.282/PFA/10.

APPENDICES

Appendix I

Action taken on resolutions adopted by the International Labour Conference at its 85th to 89th Sessions (1997-2001)

In pursuance of a decision taken by the Governing Body at its 152nd Session (1962), the Director-General's Report to the Conference regularly includes a review of the implementation of resolutions adopted by the Conference over the five preceding years. This appendix provides information on the steps taken in 2000 and 2001 to give effect to the resolutions adopted by the Conference at its 85th to 89th Sessions. Information given in previous years is generally not repeated.

85th Session (1997)

No resolutions were adopted during the 85th Session of the Conference.

86th Session (1998)

Resolution concerning youth employment

In the 2000-01 biennium, the InFocus Programme on Skills, Knowledge and Employability within the Employment Sector took the lead in work on youth employment. In May 2000, a subregional symposium in Bangalore was organized with the Bureau for Employers' Activities on the role of South Asian employers and their organizations in promoting youth employment, and in March 2001 a subregional seminar was held in Montevideo together with the Bureau for Workers' Activities and CINTERFOR on trade unions and decent work for young people.

The 2000 Millennium Assembly of the United Nations opened new opportunities for the ILO to promote youth employment in global partnerships. The Secretary-General, Kofi Annan, together with the heads of the World Bank and the International Labour Organization, convened a Youth Employment Network to urgently address the world's major challenge of youth unemployment. Responding to the Secretary-General's initiative, Heads of State and Government resolved to "develop and implement strategies that give young people everywhere a real chance to find decent and productive work" (United Nations Millennium Declaration, September 2000).

In July 2001, at the ILO in Geneva, the United Nations Secretary-General, together with the president of the World Bank and the Director-General of the ILO, met with prominent representatives of private industry, civil society, economic policy and youth organizations to explore imaginative approaches to the youth unemployment challenge. Mr. Kofi Annan invited the ILO to take the lead in organizing the work of the global Youth Employment Network and, in partnership with the United Nations and the World Bank, to provide guidance and mobilize technical support to member countries for the design and implementation of a decent work strategy for young women and men.

Resolution concerning the possible adoption of international instruments for the protection of workers in the situations identified by the Committee on Contract Labour

Pursuant to a Governing Body decision taken at its 272nd Session (June 1998) (GB.272/PFA/1), a programme of research and informal meetings was carried out, producing 29 national studies and culminating in a Meeting of Experts on Workers in Situations needing Protection (15-19 May 2000). A basic technical document (MEWNP/2000) was submitted for consideration at the Meeting. The experts subsequently produced a report (Report of the Meeting of Experts on Workers in Situations needing Protection, Geneva, 15-19 May 2000, GB.279/2, November 2000), which contained a common statement (paragraph 107). Most of

the national studies and other documents mentioned above can be found on the ILO web site, at the following address: http://www.ilo.org/public/english/dialogue/govlab/papers/2000/wpnp/intro.htm.

At its 280th Session (March 2001), the Governing Body decided to include an item on employment relationship (scope), for general discussion, on the agenda of the 91st Session (2003) of the International Labour Conference (GB.280/2). The Office is preparing a report under this new name, in which it will deal with the issues discussed by the Committee on Contract Labour. With that in mind, new national studies have been carried out, which are also available on the web site given above.

Worst forms of child labour

Following the resolution, the Conference in June 1999 unanimously adopted the Worst Forms of Child Labour Convention, 1999 (No. 182), and Recommendation (No. 190). The ILO's activities in this field during the biennium gave priority to immediate action for the elimination of the worst forms of child labour – both through the campaign to promote the ratification and implementation of Convention No. 182, and technical cooperation, in particular, by introducing a new integrated approach of time-bound programmes (see also reporting under Strategic Objective No. 1).

87th Session (1999)

Conclusions concerning the role of the ILO in technical cooperation

The Committee on Technical Cooperation discussed the role of the ILO in technical cooperation and adopted a resolution with conclusions which will guide the ILO in its future conception and management of technical cooperation. The last review of this kind took place in 1993.

The ILO was requested to take steps toward a "strategic orientation of the ILO's technical cooperation policy" by improving focus and impact, consolidating and developing technical excellence, sound management of the technical cooperation programme, effective resource mobilization and programme delivery, improved monitoring and evaluation and a capacity for rapid response. To this end, the Office was requested to provide an implementation plan, including a timetable, to the November 1999 session of the Committee on Technical Cooperation of the Governing Body and prepared a midterm review report to be discussed at the March 2002 session.

Resolution on the widespread use of forced labour in Myanmar

The Conference adopted an unprecedented resolution on the widespread use of forced labour in Myanmar in which it expressed its grave concern at the Government's flagrant and persistent failure to comply with the Forced Labour Convention, 1930 (No. 29), as concluded by an ILO Commission of Inquiry. The resolution states that Myanmar's State Peace and Development Council has continued "to inflict the practice of forced labour – nothing but a contemporary form of slavery – on the people of Myanmar".

At its 276th Session (November 1999) the Governing Body decided to ask the Director-General to prepare an update to his Report of May 1999, and to inform the members of the Governing Body by 28 February 2000 "of the measures taken by the Government of Myanmar to give effect to the recommendations of the Commission of Inquiry, taking into account in its preparation all the comments made by the Government of Myanmar, the information provided by the employers' and workers' organizations, and all other reliable sources". It also included on the agenda for its 277th Session (March 2000) a decision as to whether to include on the agenda of the Conference in June 2000 the question of the application to Myanmar of article 33 of the ILO Constitution.

In February 2000 the Director-General issued a second Report to the members of the Governing Body, updating his Report of May 1999 on measures taken by the Government of Myanmar following the recommendations of the Commission of Inquiry.

At its 277th Session (March 2000) the Governing Body decided to place on the agenda of the 88th Session of the Conference (May-June 2000) an item entitled "Action recommended by the Governing Body under article 33 of the Constitution – Implementation of the recommendations contained in the report of the Commission of Inquiry on Forced Labour in Myanmar" and submitted a number of measures to be considered by the Conference for adoption (GB.277/6(Add.1)). The resolution was subsequently adopted by the Conference, and a summary of developments following its adoption is set out below.

88th Session (2000)

Resolution concerning the measures recommended by the Governing Body under article 33 of the ILO Constitution on the subject of Myanmar

After considering the recommendations of the Governing Body and the report of an ILO technical cooperation mission that visited Myanmar in May 2000 (Provisional Record No. 8, 2 June 2000), the Conference adopted a resolution under article 33 of the Constitution of the ILO approving measures to secure compliance with the recommendations of the Commission of Inquiry.

At its 279th Session (November 2000) the Governing Body considered, inter alia, the report of the ILO mission that visited Myanmar in October 2000 (GB.279/6/1 and addenda) and considered that the conditions set out in paragraph 2 of the Conference resolution had not been met and that effect should accordingly be given to the provisions of paragraph 1 of the resolution. A document detailing the implementation of these provisions was placed before the Governing Body at its 280th Session (March 2001) (GB.280/6 and addenda).

A further ILO mission visited Myanmar in May 2001 to make arrangements for an objective assessment of the situation of forced labour following the announcement of certain measures that were taken by the Myanmar Government. A High-Level Team, chaired by Sir Ninian Stephen, then visited Myanmar from September to October 2001, and its report was considered by the Governing Body at its 282nd Session (November 2001) (GB.282/4 and appendices). The Governing Body invited the Director-General to submit a report to it at its 283rd Session (March 2002) so as to permit it, in light of the progress or lack of progress achieved on the different points raised in the report of the High-Level Team, to draw appropriate conclusions, both regarding action within its remit and that which it should refer to the Conference.

HIV/AIDS and the world of work

In November 2000, the 279th Session of the Governing Body gave effect to the resolution on HIV/AIDS passed at the 88th Session (June 2000) of the International Labour Conference. That established the ILO's Programme on HIV/AIDS and the World of Work (ILO/AIDS), and led in particular to the formulation of a code of practice on HIV/AIDS and the world of work in response to the ILC's request for international guidelines. In June 2001, following approval by the Governing Body, the code of practice was formally launched at the United Nations General Assembly Special Session on HIV/AIDS. It was called "the single most important contribution within the UN system to the global response to HIV/AIDS" by Kofi Annan's special envoy to Africa. The role of the workplace in AIDS prevention and care was recognized in the Declaration of Commitment adopted by member States at the United Nations Special Session. The integration of the ILO in the global response to HIV/AIDS was formalized and strengthened by its becoming a co-sponsor of UNAIDS in October 2001.

The code of practice is the ILO's main strategic instrument for giving effect to the resolution. It has received an unprecedented level of support and political commitment, and has been translated into over 20 languages in response to local demand. The process of implementing the code rests centrally on advocacy, supported by research into the socio-economic and labour impact of the epidemic, and strengthening the capacity of the tripartite constituents to contribute to national efforts against HIV/AIDS. Ten member States have been given assistance to address the issue of HIV/AIDS and the world of work, and projects are under preparation in 14 others plus two subregional groupings (the Caribbean and CIS). Advisory services are being provided for governments, employers' and workers' organizations on integrating workplace issues in national AIDS plans, on revising labour laws to address HIV/AIDS, and on the development of workplace policies and programmes on HIV/AIDS. Education and training programmes and materials are being developed to support the implementation of the code of practice at national and enterprise levels. The ILO code has also been incorporated into a personnel policy for ILO staff on HIV/AIDS, and is being considered as the basis for a UN-wide personnel policy.

Human resources training and development

In this resolution, the Governing Body was invited to request the Director-General to give due consideration to the conclusions on the topic, adopted by the Conference after a general discussion, in the future work of the Office and to take them into account when preparing the programme and budget for the 2002-03 biennium. In particular, the conclusions called for the ILO to revise the Human Resources Development Recommendation, 1975 (No. 150). At its 280th Session (March 2001) the Governing Body decided to put the revision of the Recommendation on the agenda of the 91st Session (June 2003) of the Conference. The Office has accordingly sent to member States a law and practice report on the topic, including a questionnaire.

89th Session (2001)

Resolution and conclusions on social security

The resolution and conclusions adopted by the Conference recognized the importance of social security and broadly endorsed established social security principles. It was acknowledged, however, that within the framework of these principles each country will need to determine its own social security system. Attention was drawn to the large number of persons in many countries who are presently excluded from adequate social security provision. The Conference saw this as a major challenge both for member States and the ILO. It called for social security to be accorded more priority and for the ILO to promote, through a major campaign, the extension of social security coverage. The ILO should also assist countries to design and implement national strategies which would address weaknesses in existing systems and should develop, through research and experimentation, innovative systems for improving coverage.

Since the adoption of the resolution, increased priority has been given to the extension of coverage. This is reflected in technical advisory activities and supported by a new publication "Social security – A new consensus" based on the Committee's discussion and conclusions. A special workshop was held in Geneva in December 2001 to design the outline for an extension of coverage campaign. This has now been finalized to enable the campaign to be launched in accordance with the Committee's conclusions.

Appendix II

Expenditure on technical cooperation programmes, 2000-01 (excluding administrative expenditure)

By source of funding

Source of funds	2000		2001		Total biennium		2000-01
	$'000	% share	$'000	% share	$'000	% share	% change
Regular budget (RBTC)	8 459	9.3	19 966	16.4	28 425	13.4	136.0
UNDP [1]	15 069	16.6	10 644	8.7	25 714	12.1	-29.4
Trust funds [2] and multi-bi [3]	64 577	71.0	88 706	72.9	153 283	72.1	37.4
UNFPA [4]	2 861	3.1	2 429	2.0	5 290	2.5	-15.1
Total	90 967	100.0	121 745	100.0	212 712	100.0	33.8

[1] Including projects in which the ILO acts as an associated agency ($4.198.691 for 2000; $3.178.621 for 2001). [2] Including (a) funds deposited by beneficiary governments; (b) reimbursable expenditure under programmes such as UNEP, UNICEF, UNHCR, etc; (c) development banks. [3] Multi-bilateral programmes, including associate expert programmes. [4] United Nations Population Fund (UNFPA).

By geographical region

Source of funds	2000		2001		Total biennium		2000-01
	$'000	% share	$'000	% share	$'000	% share	% change
Africa	28 379	31.2	32 757	26.9	61 136	28.7	15.4
Americas	14 298	15.7	20 043	16.5	34 342	16.1	40.2
Arab States	2 140	2.4	2 290	1.9	4 430	2.1	7.0
Asia and the Pacific [1]	20 748	22.8	26 816	22.0	47 564	22.4	29.2
Europe [2]	5 208	5.7	5 948	4.9	11 156	5.2	14.2
Interregional and global	20 194	22.2	33 891	27.8	54 084	25.4	67.8
Total	90 967	100.0	121 745	100.0	212 712	100.0	33.8

[1] Including Afghanistan and the Islamic Republic of Iran. [2] Including Israel.

Expenditure by type of assistance, 2000-01

Source of funds	2000		2001		Total biennium		2000-01
	$'000	% share	$'000	% share	$'000	% share	% change
Experts	25 875	28.4	28 168	23.1	54 043	25.4	8.9
Other personnel [1]	25 162	27.7	37 887	31.1	63 049	29.6	50.6
Training [2]	16 205	17.8	24 351	20.0	40 556	19.1	50.3
Equipment	3 498	3.8	4 051	3.3	7 549	3.5	15.8
Subcontracting	14 152	15.6	18 220	15.0	32 371	15.2	28.7
Miscellaneous	6 075	6.7	9 068	7.4	15 143	7.1	49.3
Total	90 967	100.0	121 745	100.0	212 712	100.0	33.8

[1] National experts, external collaborators, locally recruited project staff, United Nations volunteers and other staff costs. [2] Including principally fellowships, seminars and in-service training.

Appendix III

Expenditure on technical cooperation by field of activity and source of funds, 2000-01

Field of activity	Expenditure 2000 ($'000)					Expenditure 2001 ($'000)				
	Regular budget	UNDP	UNFPA	Trust funds and multi-bi	Total	Regular Budget	UNDP	UNFPA	Trust funds and multi-bi	Total
Standards and fundamental principles and rights at work										
International labour standards										
Equality and employment	71	18	–	588	678	84	–	–	1 200	1 285
Social protection and labour conditions	36	6	–	173	214	58	4	–	116	178
Freedom of association	90	–	–	–	90	108	–	–	–	108
Standards policy and information	14	–	–	–	14	5	–	–	–	5
Programme management	272	–	–	210	482	645	–	–	154	799
InFocus Programme on Promoting the Declaration	122	–	–	624	746	234	78	–	3 629	3 941
InFocus Programme on Child Labour (IPEC)	283	7	–	21 211	21 500	344	10	–	30 262	30 617
Executive Director's Office and common services	115	–	–	–	115	321	–	–	–	321
Total	1 002	31	–	22 806	23 839	1 801	92	–	35 362	37 254
Employment										
Employment strategy	49	881	2 812	1 626	5 368	951	1 057	2 427	1 594	6 029
Recovery and reconstruction										
InFocus Programme on Crisis Response and Reconstruction	–	151	–	81	232	572	52	–	409	1 033
Employment-intensive investment	57	3 256	–	6 655	9 968	172	2 048	–	7 162	9 381
Programme management	147	–	–	–	147	207	21	–	–	228
InFocus Programme on Skills, Knowledge and Employability	83	3 010	–	2 745	5 838	431	1 290	–	3 391	5 112
Job creation and enterprise development										
InFocus Programme on Boosting Employment through Small Enterprise Development	38	1 732	–	5 674	7 444	203	1 147	–	7 783	9 133
Management and corporate citizenship	10	–	–	–	10	29	–	–	588	617
Cooperatives	17	1 120	–	2 224	3 361	92	1 868	–	1 055	3 015
Programme management	190	545	–	29	763	505	–	–	624	1 129
Multinational enterprises	–	–	–	–	–	90	6	–	–	95
Gender promotion	12	21	–	1 179	1 212	237	105	–	2 267	2 609
Social finance union	27	201	–	1 686	1 913	117	620	–	2 000	2 737
Voluntary private initiative programme	–	–	–	–	–	41	–	–	–	41
Executive Director's Office and common services	1 609	2 103	–	–	3 713	4 855	418	–	724	5 998
Total	2 238	13 020	2 812	21 899	39 970	8 502	8 632	2 427	27 597	47 158

Field of activity	Expenditure 2000 ($'000)					Expenditure 2001 ($'000)				
	Regular budget	UNDP	UNFPA	Trust funds and multi-bi	Total	Regular Budget	UNDP	UNFPA	Trust funds and multi-bi	Total
Social protection										
InFocus Programme on Socio-economic Security	–	59	–	433	491	99	87	–	2 268	2 454
Labour protection										
InFocus Programme on SafeWork	144	–	–	1 425	1 569	136	100	–	1 397	1 634
Conditions of work	11	–	–	84	95	–	–	–	583	583
International labour migration	7	–	–	185	192	98	–	–	162	259
Programme management	477	–	–	64	542	807	–	–	–	807
Social security	276	1 089	49	3 570	4 985	806	1 171	2	4 516	6 494
Occupational safety and health information services	–	–	–	267	267	–	–	–	147	147
HIV/AIDS and the world of work	39	–	–	–	39	262	2	–	145	409
Executive Director's Office and common services	130	–	–	–	130	72	–	–	–	72
Total	1 084	1 148	49	6 027	8 308	2 279	1 360	2	9 218	12 859
Social dialogue										
Employers' activities	1 032	–	–	1 578	2 610	1 075	–	–	967	2 043
Workers' activities	1 949	–	–	4 947	6 896	3 709	–	–	4 772	8 431
InFocus Programme on Strengthening Social Dialogue	5	142	–	407	553	435	57	–	4 234	4 726
Sectoral activities	85	–	–	203	288	496	14	–	105	614
Industrial Activities Teams I and II	–	–	–	109	109	–	–	–	102	102
Maritime Activities Team	–	–	–	152	152	–	–	–	322	322
Public and Private Services Team	–	0	–	–	0	–	–	–	–	–
Government and labour law and administration	56	498	–	2 470	3 024	262	356	–	1 380	1 998
Executive Director's Office and common services	701	0	–	2	703	774	–	–	–	774
Total	3 827	640	–	9 867	14 334	6 751	427	–	11 832	19 010
Cross-cutting activities	–									
Gender equality	179	–	–	763	941	399	–	–	740	1 139
Statistics	79	96	–	118	294	145	57	–	104	305
International Institute for Labour Studies	–	–	–	78	78	–	–	–	64	64
International Training Centre of the ILO, Turin	50	133	–	56	239	30	78	–	587	694
External relations and partnerships	–	–	–	54	54	–	–	–	–	–
International Policy Group	–	–	–	76	76	–	–	–	75	75
Total	307	230	–	1 145	1 682	573	135	–	1 570	2 278
Miscellaneous[1]	–	–	–	2 833	2 833	60	-1	–	3 127	3 186
Total ILO technical cooperation programme	**8 459**	**15 069**	**2 861**	**64 577**	**90 967**	**19 966**	**10 644**	**2 429**	**88 706**	**121 745**

[1] Includes projects administered by CODEV, PROGRAM and field offices, in various technical fields.

Appendix IV

Expenditure on technical cooperation by country, area and by source of funds, 2000-01 (in thousands of dollars)

Country or territory	Regular budget	UNDP (executing agency)	UNDP (associated agency)	UNFPA	Trust funds	Total
Africa						
Regional	4 676	1 622	6	–	13 393	19 696
Algeria	78	3	357	–	–	439
Angola	43	42	316	–	17	418
Benin	168	–	3	–	277	448
Botswana	57	–	–	32	–	89
Burkina Faso	120	–	12	–	275	408
Burundi	14	107	–	7	–	128
Cameroon	217	286	–	–	906	1 409
Cape Verde	49	–	–	–	–	49
Central African Republic	34	24	169	–	–	226
Chad	37	946	268	–	–	1 251
Comoros	47	703	–	186	–	936
Congo	46	44	–	–	–	90
Côte d'Ivoire	55	38	23	–	378	493
Democratic Republic of the Congo	93	58	–	299	314	763
Djibouti	24	12	–	–	–	36
Egypt	157	25	79	–	475	735
Equatorial Guinea	21	–	–	–	–	21
Eritrea	54	185	–	–	28	267
Ethiopia	328	106	–	–	1 409	1 843
Gabon	90	113	–	–	514	717
Gambia	61	916	28	–	–	1 005
Ghana	179	33	–	–	401	613
Guinea	125	82	20	–	–	227
Guinea-Bissau	26	49	2	–	11	88
Kenya	184	858	110	–	883	2 033
Lesotho	92	98	–	6	71	267
Liberia	56	38	–	–	–	94
Libyan Arab Jamahiriya	–	–	–	–	15	15
Madagascar	78	297	141	27	2 211	2 753
Malawi	49	–	73	119	106	347
Mali	54	316	1	–	672	1 043
Mauritania	53	47	82	–	48	230
Mauritius	87	296	21	–	–	403
Morocco	148	3	25	–	223	399
Mozambique	93	1 784	387	–	843	3 107
Namibia	34	–	–	25	138	197
Niger	94	47	614	–	1 019	1 774
Nigeria	169	97	–	–	622	888
Rwanda	44	37	–	–	–	81
Sao Tome and Principe	35	51	8	–	40	134
Senegal	335	–	82	–	978	1 396
Seychelles	32	–	–	–	–	32
Sierra Leone	80	84	–	–	89	253
Somalia	3	–	–	–	–	3
South Africa	244	894	40	–	1 412	2 590
Sudan	80	301	–	–	1 446	1 827
Swaziland	46	–	–	–	–	46
Tanzania, United Republic of	120	220	51	–	1 993	2 384
Togo	60	1 753	–	–	43	1 855
Tunisia	34	3	–	–	–	37
Uganda	155	102	–	–	1 684	1 941
Zambia	125	280	119	–	922	1 446
Zimbabwe	261	–	–	–	903	1 163
Total Africa	9 642	12 997	3 037	702	34 758	61 136

Country or territory	Regular budget	UNDP (executing agency)	UNDP (associated agency)	UNFPA	Trust funds	Total
Americas						
Regional	2 573	10	–	–	19 246	21 828
Antigua and Barbuda	2	–	–	–	–	2
Argentina	271	–	–	–	8	279
Bahamas	7	–	–	–	67	74
Barbados	25	–	–	–	13	38
Belize	4	–	–	–	–	4
Bolivia	36	0	–	–	819	855
Brazil	194	8	–	–	1 792	1 993
Chile	236	–	–	–	193	430
Colombia	210	315	–	–	69	594
Costa Rica	195	–	–	–	744	940
Cuba	45	–	–	–	–	45
Dominica	3	–	–	–	39	42
Dominican Republic	44	–	–	–	328	372
Ecuador	59	169	–	–	33	261
El Salvador	39	–	–	–	196	235
Grenada	2	–	–	–	13	14
Guatemala	59	10	–	–	1 009	1 078
Guyana	40	–	–	–	13	53
Haiti	36	281	196	51	873	1 438
Honduras	32	–	–	–	619	651
Jamaica	76	–	–	–	10	86
Mexico	202	–	–	–	206	409
Montserrat	1	–	–	–	17	19
Nicaragua	47	–	–	–	1 054	1 102
Panama	63	–	–	–	27	90
Paraguay	86	72	–	–	15	173
Peru	253	–	–	–	298	550
Puerto Rico	20	–	–	–	–	20
Saint Kitts and Nevis	3	–	–	–	13	16
Saint Lucia	16	–	–	–	33	49
Saint Vincent and the Grenadines	3	–	–	–	–	3
Suriname	4	–	–	–	–	4
Trinidad and Tobago	66	–	–	–	185	251
Uruguay	146	–	–	–	98	244
United States	41	–	–	–	–	41
Venezuela	60	–	–	–	–	60
Total Americas	5 198	865	196	51	28 032	34 342
Arab States						
Regional	841	–	–	–	37	877
Occupied Arab territories	39	–	–	–	1 068	1 107
Bahrain	39	–	–	–	–	85
Iraq	72	367	46	–	–	439
Jordan	111	347	–	–	286	744
Kuwait	83	–	–	–	70	153
Lebanon	186	–	9	–	184	380
Qatar	27	–	–	–	–	27
Syrian Arab Republic	130	32	–	–	–	162
United Arab Emirates	12	–	–	–	–	12
Yemen	114	3	265	–	69	445
Total Arab States	1 654	743	320	–	1 714	4 430

Country or territory	Regular budget	UNDP (executing agency)	UNDP (associated agency)	UNFPA	Trust funds	Total
Asia and the Pacific						
Regional	1 639	1	–	–	12 271	13 911
Afghanistan	9	–	–	–	–	9
Australia	4	–	–	–	–	4
Bangladesh	162	84	28	28	2 945	3 247
Cambodia	99	–	–	–	4 203	4 302
China	549	90	55	–	267	961
East Timor	18	23	–	–	55	96
Fiji	88	207	–	–	2	297
Hong Kong, China	10	–	–	–	–	10
India	635	194	–	–	3 222	4 051
Indonesia	237	215	–	–	2 625	3 078
Iran, Islamic Republic of	83	–	–	–	–	83
Japan	5	–	–	–	–	5
Kiribati	21	–	59	–	–	80
Korea, Democratic Peoples' Republic of	8	–	–	–	–	8
Korea, Republic of	19	–	–	–	–	19
Lao People's Democratic Repuplic	37	239	184	–	126	587
Malaysia	89	–	103	–	–	192
Maldives	–	7	–	–	–	7
Mongolia	156	78	–	–	397	631
Myanmar	338	–	–	–	–	338
Nepal	224	207	14	–	1 541	1 986
Pacific Multi Islands	–	0	–	–	–	0
Pakistan	351	20	–	10	2 815	3 196
Papua New Guinea	29	608	13	144	66	860
Philippines	435	4	589	–	2 777	3 806
Solomon Islands	6	62	40	–	–	108
Sri Lanka	167	–	277	–	1 079	1 522
Thailand	269	77	–	–	1 725	2 072
Tonga	–	103	–	–	–	103
Vanuatu	6	–	–	–	–	6
Viet Nam	259	3	360	–	1 374	1 990
Total Asia and the Pacific	5 949	2 220	1 724	181	37 490	47 564

Country or territory	Regular budget	UNDP (executing agency)	UNDP (associated agency)	UNFPA	Trust funds	Total
Europe						
Regional	820	16	–	–	1 216	2 052
Albania	12	–	–	–	499	511
Armenia	–	13	–	–	–	13
Azerbaijan	7	29	–	–	–	36
Belarus	67	49	4	–	0	120
Belgium	–	–	–	–	1	1
Bosnia and Herzegovina	16	359	4	–	1 157	1 537
Bulgaria	18	86	–	–	193	298
Croatia	113	–	1 201	–	–	1 315
Cyprus	–	–	–	–	32	32
Czech Republic	15	1	–	–	–	14
Estonia	35	17	–	–	81	132
Georgia	31	–	40	–	–	70
Hungary	83	–	–	–	157	240
Israel	10	–	–	–	–	10
Italy	–	–	–	–	47	47
Kazakhstan	21	79	–	–	204	305
Kyrgyzstan	5	–	–	–	–	5
Latvia	12	57	–	–	–	70
Lithuania	1	22	–	–	–	23
Luxembourg	–	–	–	–	110	110
Moldova, Republic of	12	55	–	–	–	67
Netherlands	–	–	–	–	1	1
Poland	44	6	–	–	–	50
Portugal	–	–	–	–	2	2
Romania	11	6	–	–	268	285
Russian Federation	458	57	530	–	353	1 398
Slovakia	7	–	–	–	–	7
Tajikistan	–	–	25	–	–	25
The former Yugoslav Republic of Macedonia	6	–	–	–	–	6
Turkey	69	–	–	–	1 049	1 117
Ukraine	119	497	192	–	388	1 196
Uzbekistan	6	22	–	–	–	29
Yugoslavia	33	–	–	–	–	33
Total Europe	2 033	1 370	1 996	–	5 757	11 156
Total interregional	3 949	143	104	4 357	45 532	54 084
Total	28 425	18 336	7 377	5 290	153 283	212 712

Appendix V

Meetings held in 2000 and 2001

Regional meetings	
Sixth European Regional Meeting	Geneva, 12-15 December 2000
Thirteenth Asian Regional Meeting	Bangkok, 27-31 August 2001
Sectoral meetings	
Symposium on Information Technologies in the Media and Entertainment Industries: Their Impact on Employment, Working Conditions and Labour-Management Relations	28 February-3 March 2000
Joint Meeting on Lifelong Learning in the Twenty-first Century: The Changing Roles of Educational Personnel	10-14 April 2000
Tripartite Meeting on the Social and Labour Impact of Globalization in the Manufacture of Transport Equipment	8-12 May 2000
Tripartite Meeting on Moving to Sustainable Agricultural Development through the Modernization of Agriculture and Employment in a Globalized Economy	18-22 September 2000
Tripartite Meeting on Labour Practices in the Footwear, Leather, Textiles and Clothing Industries	16-20 October 2000
29th Session of the Joint Maritime Commission	22-26 January 2001
Tripartite Meeting on the Employment Impact of Mergers and Acquisitions in the Banking and Financial Services Sector	5-9 February 2001
Tripartite Meeting on Human Resources Development, Employment and Globalization in the Hotel, Catering and Tourism Sector	2-6 April 2001
Meeting of Experts on Safety and Health in the Non-ferrous Metals Industries	28 August-4 September 2001
Tripartite Meeting on the Social and Labour Dimensions of the Forestry and Wood Industries on the Move	17-21 September 2001
Joint Meeting on the Impact of Decentralization and Privatization on Municipal Services	15-19 October 2001
Tripartite Meeting on the Construction Industry in the Twenty-first Century : Its Image, Employment Prospects and Skill Requirements	10-14 December 2001
High-Level Tripartite Working Group on Maritime Labour Standards (first meeting)	17-21 December 2001

Other meetings

Meeting of Experts on Safety in the Use of Insulation Wools	17-26 January 2000
Meeting of ILO Declaration Expert-Advisers	31 January-3 February 2000
Meeting of Experts on Workers in Situations Needing Protection	15-19 May 2000
Joint ILO/UNESCO Committee of Experts on the Application of the Recommendation concerning the Status of Teachers (CEART)	11-15 September 2000
Committee of Experts on the Application of Conventions and Recommendations	23 November-8 December 2000
Meeting of ILO Declaration Expert-Advisers	29 January-2 February 2001
Meeting of Experts on ILO Guidelines on Occupational Safety and Health Management Systems	19-27 April 2001
18th Ordinary Session of the Intergovernmental Committee of the International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations (the Rome Convention, 1961)	27-29 June 2001
International Symposium to Strengthen Workers' Participation in the United Nations System and Impact on Bretton Woods Institutions	24-28 September 2001
Tripartite Meeting of Experts on the Management of Disability at the Workplace	3-12 October 2001
Meeting of Experts on Labour Statistics	22-31 October 2001
Global Employment Forum	1-3 November 2001
Committee of Experts on the Application of Conventions and Recommendations	22 November-7 December 2001

Appendix VI

New priced publications issued in 2000-01

Publications from the International Labour Office, Geneva

ABC of women workers' rights and gender equality.

Action against child labour, edited by N. Haspels and M. Jankanish.

Ambient factors in the workplace: An ILO code of practice (also available in French and Spanish).

Breaking through the glass ceiling: Women in management, by L. Wirth.

Changing labour markets in Europe: The role of institutions and policies, edited by P. Auer.

Constitution of the International Labour Organisation and Standing Orders of the International Labour Conference, 2001 edition (bilingual English and French).

Conventions et recommendations sur le travail maritime, third edition (in French and Spanish). Fourth edition available in English.

Cooperatives in Asia: From reform to reconstruction, by K.K. Taimni.

La crise financière asiatique: Les enjeux d'une politique sociale, by E. Lee (also available in Spanish and English).

Current international recommendations on labour statistics, 2000 edition (in English, French and Spanish).

Documenting discrimination against migrant workers in the labour market: A comparative study of four European countries, edited by R. Zegers de Beijl.

East Asian labour markets and the economic crisis: Impacts, responses and lessons, edited by G. Betcherman and R. Islam. Co-publication with the World Bank, Washington.

L'économie informelle en Afrique francophone: Structure, dynamiques et politiques, by C. Maldonado, B. Gaufryau and other authors.

Encyclopédie de sécurité et de santé au travail. Vols. I and II, third edition, edited by J.M. Stellman (translation of the fourth edition in English).

Fundamental principles of occupational health and safety, by B.O. Alli.

Gérez mieux votre enterprise: Eléments de base, by M. Borgenvall, H. Jarskog, B. Murray and C. Karlstedt (also available in English).

Gérez mieux votre entreprise: Guide du formateur, by H.N. Sahar, M. Aza'd, S.A. Shafi, C. Karlstedt and H. Jarskog (also available in English).

Guide pratique de la liberté syndicale: Normes, principes et procédures de l'Organisation internationale du Travail, by D. Tajgman and K. Curtis (also available in English and Spanish).

Guide de suivi et d'évaluation des systèmes de micro-assurance santé. Vol. I Méthodologie. Co-publication STEP with the Centre international de Développement et de Recherche (CIDR).

Guide de suivi et d'évaluation des systèmes de micro-assurance santé. Vol. II Indications pratiques. Co-publication STEP with the Centre international de Développement et de Recherche (CIDR).

Guidelines on occupational safety and health management systems. ILO-OSH 2001 (in English, French and Spanish).

HIMO – Programmes d'Infrastructures à Haute Intensité de Main-d'Oeuvre: Politiques et pratiques du travail, by D. Tajgman and J. de Veen (also available in Spanish and English).

HIMO – Programmes d'Infrastructures à Haute Intensité de Main-d'Oeuvre: Renforcement des capacités pour la passation de contrats dans le secteur de la construction, by P. Bentall, A. Beusch and J. de Veen (also available in Spanish and English).

Key Indicators of the Labour Market (KILM) 2001-02, (hard cover). Co-publication with Routledge, New York.

Managing the cooperative difference, by P. Davis.

Managing vocational training systems: A handbook for senior administrators, by V. Gasskov.

Manuel de formateurs: Mutuelles de santé en Afrique – Caractéristiques et mise en place.

Modular package on gender, poverty and employment: Facilitator's kit.

Modular package on gender, poverty and employment: Reader's kit.

Mutual health organizations and micro-entrepreneurs' associations: Guide.

Négocier la flexibilité: Le rôle des partenaires sociaux et de l'Etat, by M. Ozaki (also available in Spanish and English).

Les nouvelles administrations du travail: Des acteurs du développement, edited by N. Lécuyer; general editor, J. Courdouan.

Perspectives on decent work: Statements by the ILO Director-General.

The public employment service in a changing labour market, by Phan Thuy, E. Hansen and D. Price.

Répertoire des instruments internationaux de sécurité sociale. Fourth edition.

Safety in the use of synthetic vitreous fibre insulation wools (glass wool, rock wool, slag wool): An ILO code of practice (in English, French and Spanish).

La salud y la seguridad en el trabajo: Colección de modulos, by E. Rosskam (also available in English).

Sécurité sociale pour la majorité exclue: Etudes de cas dans les pays en développement, edited by W. van Ginneken (also available in Spanish and English).

Social budgeting, by W. Scholz, K. Hagemejer and M. Cichon.

Social dialogue and pension reform: United Kingdom, United States, Germany, Japan, Sweden, Italy, Spain, edited by E. Reynaud (also available in French and Spanish).

Social security: A new consensus (in English, French and Spanish).

Social security pensions: Development and reform, edited by C. Gillion, J. Turner, C. Bailey and D. Latulippe.

Statistics on occupational wages and hours of work and on food prices, October inquiry results, edition 2001, 1999 and 2000 and edition 2000, 1998 and 1999. Special supplement to the *Bulletin of Labour Statistics* (trilingual English, French and Spanish).

Stolen childhood: A book of photographs. F. Moleres, photographer. Co-publication with Peliti Associati, Rome (in English, French, Spanish, German and Italian).

Studies on the social dimensions of globalization. Bangladesh, by R. Paratian and R. Torres.

Studies on the social dimensions of globalization. Chile, by G. Reinecke and R. Torres.

Studies on the social dimensions of globalization. Mauritius, by R. Anker, R. Paratian and R. Torres.

Studies on the social dimensions of globalization. Republic of Korea, by R. Torres.

Studies on the social dimensions of globalization. Poland, by R. Torres, C. Enzler, G. Reinecke and A.T. Romero.

Studies on the social dimensions of globalization. South Africa, by S. Hayter, G. Reinecke and R. Torres.

Studies on the social dimensions of globalization. Switzerland, by A.T. Romero and R. Torres.

Studies on the social dimensions of globalization. Towards a socially sustainable world economy: An analysis of the social pillars of globalization, by R. Torres.

Termination of employment digest, by M. Crotty, G. Davenport, R. Torres, A. Trebilcock and M. Ruiz.

Towards the goal of full employment: Trends, obstacles and policies, by P. Richards.

Tripartite declaration of principles concerning multinational enterprises and social policy. Third edition (in English, French, Spanish, Russian, Chinese, Arabic and German).

Violence at work. Second edition, by D. Chappell and V. Di Martino (also in French).

Vocational education and training reform: Matching skills to markets and budgets, edited by I.S. Gill, F. Fluitman and A. Dar. Co-publication with the World Bank, Washington.

Women, gender and work: What is equality, and how do we get there?, edited by M. Fetherolf Loutfi.

Workers without frontiers (hard and soft covers). Co-publication with Lynne Rienner Publishers, Boulder, Colorado.

World Employment Report 2001: Life at work in the information economy (French and Spanish in preparation).

World Labour Report 2000: Income security and social protection in a changing world (also in French and Spanish).

Yearbook of Labour Statistics, 2000, 59th edition, together with *Sources and methods: Labour statistics, Vol. 10, Estimates and projections of the economically active population 1950-2010:* and *2001*, 60th edition (hard and soft covers) (trilingual English, French and Spanish).

Youth unemployment and employment policy, by N. O'Higgins.

Series

Social security series

(Co-publications with the International Social Security Association)

In English:

No. 5: *Social health insurance*.

No. 6: *Social security manual: Trainer's guide*.

In Spanish:

No. 1: *Principios de la seguridad social*.

No. 2: *Administración de la seguridad social*.

No. 3: *Financiación de la seguridad social*.

No. 4: *Regímenes de pensiones*.

No. 5: *Seguro social de salud*.

Occupational Safety and Health series

In English and Spanish:

No. 70: *Visual display units radiation protection guidance.*

Multinational Enterprises Programme working papers

In Spanish:

No. 87: *Impacto laboral y social de empresas multinacionales y la inversión extranjera directa en Argentina en los años noventa*, by R. Soifer and C. A. Tomada.

No. 88: *Impacto social y laboral de las empresas multinacionales y de las inversiones extranjeras directas: el caso de Uruguay*, by J. Notaro and G. Bittencourt.

No. 89: *Impacto social y laboral de las empresas multinacionales (EMN) e inversiones extranjeras directas (IED) en Paraguay.*

International Labour Conference

(Selected publications)

Reducing the decent work deficit: A global challenge. Report of the Director-General to the International Labour Conference, 89th Session, Geneva, 2001 (also available in French, Spanish, Arabic, Chinese, German and Russian).

Your voice at work: Global report under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work. Report I (B) to the International Labour Conference, 88th Session, Geneva, 2000 (also available in French, Spanish, Arabic, Chinese, German and Russian).

Stopping forced labour. Global report under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work. Report I (B) to the International Labour Conference, 89th Session, Geneva, 2001 (also available in French, Spanish, Arabic, Chinese, German and Russian).

Reports to the 88th (2000), 89th (2001), 90th (2002) and 91st (2003) Sessions of the International Labour Conference have been issued in English, French, Spanish, Arabic, Chinese, German and Russian (except Reports II and III, issued in English, French and Spanish).

Regional meeting reports

Globalizing Europe: Decent work in the information economy, Vol. I, Report of the Director-General, Sixth European Regional Meeting, Geneva, December 2000 (in English, French, Spanish, German and Russian).

Decent work in Europe and Central Asia: ILO activities 1995-2000, Vol. II, Report of the Director-General, Sixth European Regional Meeting, Geneva, December 2000 (in English, French, Spanish, German and Russian).

Decent work in Asia – ILO activities 1997-2000, Report of the Director-General, Thirteenth Asian Regional Meeting, Bangkok, August 2001 (in English, French, Russian, Arabic and Chinese) (Bangkok).

Decent work in Asia – Annex: List of ILO activities in the Asian region 1997-2000 (in English) (Bangkok).

Sectoral Activities Programme

(Selected publications, available in English, French and Spanish)

Restructuring of civil aviation: Consequences for management and personnel. Reference document (finalized July 2001) prepared for the Tripartite Meeting on Civil Aviation: Social and Safety Consequences of the Crisis Subsequent to 11 September 2001 (Geneva, 2001). January 2002.

The impact of decentralization and privatization on municipal services. Report for discussion, 2001.

The construction industry in the twenty-first century: Its image, employment prospects and skills requirements. Report for discussion, 2001.

Social and labour dimensions of the forestry and wood industries on the move. Report for discussion, 2001.

Moving to sustainable agriculture development through the modernization of agriculture and employment in a globalized economy. Report for discussion, 2000.

Social and labour impact of globalization in the manufacture of transport equipment. Report for discussion, 2000.

Labour practices in the footwear, leather, textiles and clothing industries. Report for discussion, 2000.

The employment impact of mergers and acquisitions in the banking and financial services sector. Report for discussion, 2001.

Review of relevant ILO maritime instruments. Report for discussion at the 29th Session of the Joint Maritime Commission, 2001.

Updating of the ILO's minimum basic wage of able seamen. Report for discussion at the 29th Session of the Joint Maritime Commission, 2001.

The impact on seafarers' living and working conditions of changes in the structure of the shipping industry. Report for discussion at the 29th Session of the Joint Maritime Commission, 2001.

Joint IMO/ILO ad hoc expert working group on liability and compensation regarding claims for death, personal injury and abandonment of seafarers. Report for discussion at the 29th Session of the Joint Maritime Commission, 2001.

Human resources development, employment and globalization in the hotel, catering and tourism sector. Report for discussion, 2001.

Information technologies in the media and entertainment industries: Their impact on employment, working conditions and labour-management relations. Report for discussion, 2000.

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International Institute for Labour Studies

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See under "Series".

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ILO East Asia Multidisciplinary Advisory Team, Bangkok

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Glossary of labour administration and related terms, by R. Heron and M.E. Unger.

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- National Social Security Fund. Tanzania. United Republic of:
- Actuarial Department. Ghana.

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Appendix VII

States Members of the ILO at 31 December 2001 (175)

Afghanistan
Albania
Algeria
Angola
Antigua and Barbuda
Argentina
Armenia
Australia
Austria
Azerbaijan
Bahamas
Bahrain
Bangladesh
Barbados
Belarus
Belgium
Belize
Benin
Bolivia
Bosnia and Herzegovina
Botswana
Brazil
Bulgaria
Burkina Faso
Burundi
Cambodia
Cameroon
Canada
Cape Verde
Central African Republic
Chad
Chile
China
Colombia
Comoros
Congo
Costa Rica
Côte d'Ivoire
Croatia
Cuba
Cyprus
Czech Republic
Democratic Republic of the Congo
Denmark
Djibouti
Dominica
Dominican Republic
Ecuador
Egypt
El Salvador
Equatorial Guinea
Eritrea
Estonia
Ethiopia
Fiji
Finland
France
Gabon
Gambia
Georgia
Germany
Ghana
Greece
Grenada
Guatemala
Guinea
Guinea-Bissau
Guyana
Haiti
Honduras
Hungary
Iceland
India
Indonesia
Iran, Islamic Republic of
Iraq
Ireland
Israel
Italy
Jamaica
Japan
Jordan
Kazakhstan
Kenya
Kiribati
Korea, Republic of
Kuwait
Kyrgyzstan
Lao People's Democratic Republic
Latvia
Lebanon
Lesotho
Liberia
Libyan Arab Jamahiriya
Lithuania
Luxembourg
Madagascar
Malawi
Malaysia
Mali
Malta
Mauritania
Mauritius
Mexico
Moldova, Republic of
Mongolia
Morocco
Mozambique
Myanmar
Namibia
Nepal
Netherlands
New Zealand
Nicaragua
Niger
Nigeria
Norway
Oman
Pakistan
Panama
Papua New Guinea
Paraguay
Peru
Philippines
Poland
Portugal
Qatar
Romania
Russian Federation
Rwanda
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
San Marino
Sao Tome and Principe
Saudi Arabia
Senegal
Seychelles
Sierra Leone
Singapore
Slovakia
Slovenia
Solomon Islands
Somalia
South Africa
Spain
Sri Lanka
Sudan
Suriname
Swaziland
Sweden
Switzerland
Syrian Arab Republic
Tajikistan
Tanzania, United Republic of
Thailand
The former Yugoslav Republic of Macedonia
Togo
Trinidad and Tobago
Tunisia
Turkey
Turkmenistan
Uganda
Ukraine
United Arab Emirates
United Kingdom
United States
Uruguay
Uzbekistan
Venezuela
Viet Nam
Yemen
Yugoslavia
Zambia
Zimbabwe

Appendix VIII

Report of the discussion on ILO programme implementation 2000-01 at the Programme, Financial and Administrative Committee of the Governing Body (March 2002)

(The following is taken from Governing Body document GB.283/9/1 (paragraphs 203-258 plus Appendix III))

203. The Committee had before it a paper[1] containing detailed information on the implementation of the Programme and Budget for the 2000-01 biennium.

204. Mr. Blondel pointed out that this was the first time the Office was submitting a report on programme implementation covering the biennium using strategic budgeting concepts: this was a new practice resulting from a decision taken by the Governing Body. Strategic budgeting was based on performance and measured by outcomes and impact rather than by the activities themselves, as had previously been the case. This approach raised a number of difficulties connected with the targets and indicators. Some were straightforward but others were difficult to qualify and quantify. Changes would most probably have to be made in the light of experience. In particular, an attempt should be made to elaborate both quantitative and qualitative indicators or parameters.

205. In these circumstances and given that all the information was not available, as mentioned in the report itself, it was very difficult for the Workers' group to assess how well the programmes had been implemented. He hoped that it would be easier to pass judgement after reading the report to be submitted to the Conference in June and the following reports.

206. Turning to more specific points, he noted the problem of the lack of coherence and collaboration between headquarters and the regions, raised in paragraph 12, and recalled that this was a vital issue. There should be closer dialogue with the constituents and the field offices and, in this respect, he welcomed the convening of the joint programming workshop held in October 2001. In paragraph 14, the Office had listed a number of lessons drawn from consideration of the programme implementation report for 2000 which should be useful.

207. Without wishing to question the concept of strategic budgeting, the Workers would like some indications on the percentage of budget expenditure at headquarters and in the field. In concluding, the Workers were aware of the difficulty of the task but hoped that the next and following reports would provide more information and be more quantitative in nature. This did not mean that the report on ILO programme implementation should have the same standing as the report of the Director-General to the Conference; but this document should make it possible to gauge the direction in which the ILO was moving. The Workers hoped the Office would do so, despite the many difficulties to be overcome.

208. Mr. Botha, on behalf of the Employer members, said that this implementation report covered the first biennium under the strategic budgeting framework. The report challenged the Governing Body to exercise its responsibilities to assess the work accomplished and give guidance on future priorities. Members had already expressed themselves on a number of occasions in the past and these views were reflected in the Office paper. In a sense the timing was a little unusual but the present discussion should help in preparing the budget for 2004-05. The report was necessarily concise but one was left with the impression that some activities, mainly cross-sectoral programmes and regional activities, were simply tacked on at the end. They deserved a higher status than that. Except for that qualification, the layout was interesting and informative. The strategic objectives had all been met, some to a greater extent than others. The sections on strategies, results and lessons learned were extremely useful for the way in which they focused attention where it was most needed.

209. Results varied among the four strategic objectives. The work on standards was well carried out but did not always meet its objectives. The employment section was a model of achievement, with excellent results for the targets and outcomes of all operational objectives.

[1] GB.283/PFA/9

Social protection was well analysed, but based on results the tripartism and social dialogue section would benefit from closer scrutiny. Generally, however, the results were very positive but perhaps this was not surprising because they were written by officials involved in the programmes.

210. Perhaps the Governing Body should take a more introspective view for the next programme and budget. Of course it was uncomfortable to talk about mistakes but this was the greatest benefit from concentrating on outputs rather than inputs. Others should learn from the social protection sector, the only one to describe its learning experiences in detail. As well, the document tended to focus largely on projects and one of the biggest problems facing the ILO was how to localize programme governance at programme level. The objective should be to keep ILO inputs to a minimum, not least because an overwhelming ILO presence could be counterproductive.

211. Mr. Botha said that the Employers had a number of detailed comments to make on various sections of the Office paper, but he suggested that in the interests of efficiency and to save time they could be listed in a separate document.

212. The Chairman replied that many speakers had asked for the floor and to save time it would be most helpful if these additional comments could be provided in a separate appendix (attached as Appendix III to this report).

213. Mr. de Arbeloa (Employer member, Venezuela) referred to paragraph 161 of the Office paper. This paragraph could give the impression that solid progress to promote social dialogue had been made following the Ministers' Meeting and the Conference of Ministers of Labour. This was not so in the case of his own country, where the Government was systematically violating the principles of social dialogue and tripartism and persecuting trade unions.

214. The ILO had tried to help, and he expressed appreciation for its efforts, in particular those of the Employers' Bureau. Despite the efforts of governments, revolutionary forces were threatening the stability of countries in the region and there were signs that democracy and freedom were under threat in other countries as well. The Governing Body should also be aware that Convention No. 169 on indigenous peoples, which was strongly promoted by the ILO, had caused serious difficulties in the Latin American region, particularly in Ecuador, Peru, Colombia, Mexico and Venezuela.

215. The representative of the Government of Croatia strongly supported the comment by Employer and Worker representatives that the document would be much more useful if it concentrated on the sections on strategies, results and lessons learned. In particular, much more information should be made available on the difference in numbers between targets and outcomes, especially where outcomes fell short of targets.

216. The representative of the Government of Algeria thanked the ILO for the document on programme implementation in the context of strategic budgeting. He was pleased about the interest shown in the new partnership for African development and suggested that the Ministerial Meeting on Employment and Poverty Reduction in Africa, due to be held in Ouagadougou in April 2002, should serve as an occasion to integrate the "Jobs for Africa" programme into the new African initiative. However, the African group was concerned about the lack of activities – admitted by the Office itself – carried out in the area of technical cooperation. He hoped that this would be temporary and not become a structural trend. The African group would like to have information on the measures taken by the Office to cope with problems caused by the lack of financial resources. Finally, it would like to have more information on lessons drawn from the "Jobs for Africa" programme.

217. The representative of the Government of the United Kingdom, speaking again on behalf of the IMEC member States, welcomed this first biennial report on programme implementation using strategic and results-based budgeting concepts and showing clearly results on the combined use of regular and extra-budgetary resources. The report was accessible, readable and generally an excellent piece of reporting on progress, and the Office was to be commended on a job well done.

218. IMEC congratulated the Office on the significant progress it had made in introducing the first stages of strategic budgeting, and it fully supported the work under way to deepen the application of strategic budgeting in practice at unit level. Members appreciated the inclusion of information on lessons learned, which should be reflected in the next programme and budget, and would like to see more information on follow-up action.

219. The report depended heavily on reporting against programme objectives but omitted reference to monitoring strategic policy objectives. Setting out policy objectives could include, for example, the ILO's objectives in collaborating with other international bodies and monitoring decent work. It would be useful to have more information on this subject from the Office.

220. The ILO had met the majority of its targets but some strategic objectives had not been achieved. IMEC members wondered whether the Office had considered a more efficient allocation of resources and whether it was sufficiently flexible to change emphasis during the course of a biennium without waiting for evaluations.

221. Necessary information was often implied, but hidden within the lists of what countries had done. For example, the report stated "awareness raised among trade unions on occupational safety and health and HIV/AIDS in the workplace, a target achieved under the objective of stronger parties to social dialogue". How the raised awareness contributed to the stronger parties was unclear. Elsewhere, a "new national commission on indigenous and tribal peoples includes employment development mandate" was a target under the objective of "enterprise development". More information was needed on the impact on employment in such groups.

222. There was a contrast in the report between those areas that suggested stand-alone ILO activities and the report's recurrent theme of working through national policy processes that required collaborative action, such as poverty reduction strategy papers (PRSPs). PRSPs were clearly a growing and important part of the emerging national policy agenda. Stand-alone activities tended to be reported as "workshops delivered" or "training given". IMEC believed that the Governing Body should challenge the size and scope of the impact of smaller, isolated activities, when compared to the potential for sizeable and comprehensive impact, achievable through collaborative action in which social partners and governments worked with other international agencies. Future reports should indicate more clearly where the greatest impacts could be achieved.

223. The report could say more about the ILO's collaboration with other international organizations. For example, not much was said about the United Nations' critical instrument for country collaboration, the United Nations Development Assistance Framework. In this respect, IMEC was concerned about the absence of the ILO from the United Nations Development Group (UNDG) in New York. It was now almost alone amongst the specialized agencies in not contributing to UNDG policy, and the Director-General should give early consideration to ILO representation at UNDG in New York.

224. One notable feature of the report was the comparison between the regions and the four strategic objectives. The report noted that much regional activity was reported under the four strategic objectives, and this tended to give the distorted impression that regional or country objectives were being subsumed under headquarters sector plans. More information should be given on how regional activities contributed to the strategic objectives, rather than just a list of activities.

225. The report described a consultation process now under way between regions and headquarters, and alluded to the emergence of negotiated and agreed country objectives soon to be represented through "Decent work country programmes". IMEC would be grateful for further information on how these would be developed and also linkages to the preparation of national PRSPs. Decent work programmes should make full use of strategic budgeting instruments to make them achievable and country-based decent work programmes should be integrated into this reporting mechanism.

226. On the subject of setting country objectives, the report implied that ILO in-region and in-country capacity could be overloaded. IMEC recommended a reduction in the number of activities undertaken in favour of a smaller number of high-impact strategic outcomes. These should be selected to make best use of the regional and country human resources available.

227. The information in paragraphs 137-141 on work on gender equality was most welcome. The Office had also been actively involved in high-profile events such as Beijing +5 and Copenhagen +5, and it should include indicators and targets in future programmes covering follow-up to these events.

228. IMEC members were pleased that a gender audit had begun in 2001, in accordance with the action plan for gender equality and gender mainstreaming submitted the Governing Body in March 2000. This audit was an important contribution to the implementation of gender mainstreaming, and its main objective was to promote organizational learning at all levels on the effective implementation of gender mainstreaming in Office policies, programmes and structures. Nine units had so far participated. The ILO was evidently the first UN organization to undertake such an initiative and the Office should provide a detailed report on the findings and results to the November 2002 session of the Governing Body.

229. IMEC regarded the Governing Body as having a governance rather than a management role, and had previously suggested that a key management issue was to be able to identify the true costs of overheads so that priorities could be determined effectively in order to achieve the strategic objectives.

230. In summary, IMEC believed:

- the report should begin to focus on targets and strategic policy outcomes – in preference to process indicators;
- the report needed to include objectives for building alliances with others (including the United Nations and other international bodies);
- there was a clear need to introduce strategic evaluation alongside strategic budgeting instruments;
- decent work plans were urgent and important – but they should not become detached from strategic budgeting and evaluation; and
- in addition to the gender audit, monitoring and benchmark systems should be established and accountability introduced to ensure the systematic integration of gender-sensitive considerations into all ILO policies and programmes.

231. Mr. Khurshid Ahmed (Worker member) referred to work carried out by the ILO in Pakistan in support for stronger workers' organizations, detailed on page 38 of the Office paper. The workers of Pakistan were extremely grateful to the ILO for its efforts to restore basic trade union rights in the Water and Power Development Authority, the largest public utility and employing more than 130,000 workers, in which trade unions were banned and rights suspended under the previous Government. The National Conference on Employment and its Social Dimensions organized by the ILO last May in Islamabad, which was opened by the President of Pakistan, gave the workers the opportunity to show that the ILO dealt not only with employment matters but also with basic human and trade union rights. Governments were obliged to honour labour instruments when they signed them, and the Conference gave an opportunity for workers to explain the difficulties they were facing, which led to a restoration of trade union rights and removal of the ban on May Day celebrations.

232. The ILO had a valuable role to play in the improvement of workers' rights in Pakistan and Asia generally, as was evident from the results of the 2001 Asian Regional Meeting which were described in more detail in paragraphs 169-176 of the Office paper. The ILO should continue its activities to strengthen the capacity of trade unions to promote social protection and the rights of workers, and no less importantly, the promotion of social justice and generation of employment. The ILO should also continue to make its publications available in as many national languages as possible.

233. The representative of the Government of China was pleased to see from the report how much had been achieved towards the strategic objective of decent work. The world of work was experiencing major change and this should be reflected in the strategic objectives and programmes of the ILO so as to promote social progress and economic development. The most urgent needs were to strengthen programmes for employment promotion and the alleviation of poverty because only then could social progress and improved workers' rights be guaranteed.

234. The Global Employment Forum held last year had been a great success and should be a regular event so as to draw attention to employment issues. Social security programmes were also extremely valuable for developing countries and he urged the ILO to strengthen its work in this field through the provision of more advisory services and technical assistance.

235. The representative of the Government of Japan expressed full support for the statement made on behalf of IMEC members and congratulated the Office on this excellent report. It might be useful in future to see more information about regional activities and achievements in view of the role they played in promoting decent work.

236. The representative of the Government of Denmark supported the statement made on behalf of the IMEC group and suggested that for some indicators and targets, the impact should be identified much more clearly so that progress could be more accurately measured. Her country was a major donor to a project promoting ratification of Convention No. 169 on indigenous people, but there were no references to this work or to the ILO's achievements in this area. This was unusual, to say the least, because the ILO was the only United Nations organization that had adopted Conventions on indigenous people. The document did state that a large amount of information could not be included for reasons of space and practicality, but would be available separately in a more detailed report to the Governing Body and the Conference. It would be useful to know where this information could be found. This was an extremely important issue and should be given higher priority in future strategic budgets and programmes.

237. The report pointed to some notable achievements by the ILO. Paragraph 54 referred to a pilot testing of labour-based approaches to build public infrastructure in Madagascar, which would create about 16,000 full-time jobs per year over a five-year period, four times more than if equipment-based approaches had been used. Job creation was a main objective for the ILO and this was the kind of result the Governing Body wanted to see. It was gratifying to see that a gender audit had begun in 2001. This was only the first step in gender mainstreaming, but a very important one, and it would be useful to see a further progress report at the Governing Body session in November.

238. The representative of the Government of Portugal congratulated the Director-General and his team for the high-quality document submitted to the Committee. It represented an additional step forward in strategic planning and budgeting and it was clear and easy to read on account of its style and structure. The analysis of outcomes obtained in relation to targets was very interesting, and much remained to be done to establish indicators better able to measure the impact of activities, but it was clear that the ILO was headed in the right direction. He agreed with the representative of the African group in regretting the level of implementation of some technical cooperation programmes. As far as Portugal was concerned, this situation did not call into question the relevance of the projects formulated; it was rather a matter of examining the policy of human resources development and he hoped to come back to this issue the next day at the meeting of the Committee on Technical Cooperation.

239. The representative of the Government of Canada expressed full support for the statement by the previous speaker. The value of results-based budgeting was already apparent even though there was plenty of room for the process to be refined.

240. The representative of the Government of the United States fully supported the statement made by the United Kingdom on behalf of the IMEC group. She congratulated the ILO on its progress in the implementation of strategic budgeting and looked forward to continued improvements in future. ILO activities should focus more strongly on the ILO's Strategic Objective No. 4, Strengthening tripartism and social dialogue, but at the same time respond to constituent needs. To that end country programmes on decent work should reflect the

intersection of the ILO's strategic objectives and government priorities. Efficiency, effectiveness and transparency would continue to increase through the integration of regular budget and extra-budgetary resources. The ILO should continue the practice it began in 2000-01 of defining needs and then determining the resources available, because shortfalls would then guide the ILO's efforts to mobilize extra resources. The Office should move quickly in its efforts to establish dependable baselines and develop measurable targets and indicators that reflected actions within its control, so that reports on real results and lessons learned could be incorporated in future budgets.

241. The representative of the Government of France also expressed full support for the statement made by the United Kingdom representative on behalf of IMEC members, but hoped that further information on statistics for targets and outcomes under operational objective 1(b), Child labour, could be provided in due course.

242. The representative of the Government of India was pleased to see that programme implementation during 2000-01 had been generally satisfactory for all four strategic objectives, with more than 70 per cent of targets being achieved in each. There was always room for improvement, but the targets and indicators were a measure of success for the action carried out by the ILO, by governments, and by the social partners. The ILO had rightly given the highest priority to the employment sector because this improved the success rate for other strategic objectives. ILO activities on employment-intensive investment should also continue and he expressed appreciation for the collaboration with local institutions and employers' organizations in upgrading working conditions and household-based enterprises, especially in the aftermath of the earthquake in the State of Gujarat.

243. Labour standards, freedom of association and collective bargaining were the most important of workers' rights and should continue to be given the highest priority because they were independent of the process of globalization. The Declaration on Fundamental Principles and Rights at Work deserved full support but activities should be concentrated more on employment generation for the poor rather than just on supervisory mechanisms. IPEC was another programme deserving high priority but the Office should be careful to ensure that funds from external sources were given unconditionally. The Office was to be commended for the results achieved so far under the different strategic objectives, especially in relation to the Decent Work Agenda, but more promotional work should be aimed at employment generation and the training of unskilled workers because in a practical sense they came before everything else. Other programmes, such as that on child labour, should be pursued vigorously as well, but they were only symptoms of a greater malady for which coordinated efforts by the ILO and its constituents were the only answer. As a final comment, he remarked that the Asian Regional Meeting held in August 2001 had been a great success and the recommendations from it deserved the fullest response.

244. The representative of the Government of the Russian Federation appreciated the Office paper which showed encouraging progress in the development of strategic budgeting in the ILO. Programme implementation in 2000-01 was impressive, although it was disappointing to see the extent to which resources had been reduced for regional activities. The search for savings should be concentrated on headquarters administration rather than programmes in the field. There was no mention of the Commonwealth of Independent States in the part of the document related to regional activities and the Office should give this region much higher priority in the budget for 2004-05, and during the implementation of the current budget. Paragraphs 192-198 of the paper highlighted the need to develop concrete targets and indicators for management and support services which, for the current biennium, would cost over $80 million. In doing so the Office could profit from the experience of other organizations such as the WHO, which had already made progress in this field.

245. A representative of the Director-General (the Director of the Bureau of Programming and Management) thanked the Committee for its comments, which would be studied in detail by the Office and reflected in the Programme and Budget proposals for 2004-05. The ILO was going through a period of substantial organizational change and it was reassuring to see such a solid expression of support from the Governing Body.

246. Much work remained to be done on the development of strategic budgetary indicators, the definition of targets and the measurement of outcomes. Improvements were also needed to regional reporting and there were already signs of what could be done, especially in respect of decent work country programmes. More consultation at country level would help to ensure that the ILO's planning and programming processes reflected country-level needs.

247. Further to the Employers' suggestion that the document be restructured, the Office had already taken steps to see that the regions prepared their proposals for the 2004-05 programme and budget in close consultation with constituents at country level to ensure that their needs were more fully catered for. Against tight budgetary deadlines it would not be an easy task but the more visible regional influence would make it worthwhile.

248. There had been several comments about the need for more honesty and openness and a willingness to discuss failures and learn from mistakes. Social policy was of course a high-risk business and some things did not work, but the Office was keen to improve wherever it could and future reports would highlight this information. The strategic budgeting framework had got off to a good start but now more effort would be devoted to independent and in-depth evaluation and monitoring of performance. It was also clear that many speakers wished to see more information about statements of objectives, indicators and targets with respect to policy objectives of the ILO. Members would be aware that the Director-General had already undertaken important initiatives in policy integration and this was currently being expanded to cover more of the ILO's activities.

249. The Director-General thanked Committee members for their comments on the Programme Implementation Report for 2000-01. The Strategic Policy Framework was a recent innovation to ILO budgetary practice but it was a continuing process and much work remained to be done.

250. One of the main refinements to claim the attention of the Office would be the development of more precise methods of measurement of the effectiveness and efficiency of programmes. This would be a complex task because for many programmes accurate measurement had to be linked precisely to the ILO means of action being used. The targets set under strategic objectives were quite diverse in concept and the same methods of measurement were often not suited to this diversity.

251. The most important tools at the ILO's disposal, without which nothing would work, were ideas. They were at the heart of its conceptual framework and they created the analytical foundation on which all else was built. The ILO had to ensure that its knowledge base was up to date and that the world knew that the ILO was an expert in its field. But ensuring that a knowledge base was up to date was a complex process – much more complex than just making sure that the latest statistics were included in databases.

252. Policy advisers also played a vital role. Countries were unique, even though they might share common needs, so what suited one country might be totally unsuited to another. Policy advisers possessed the critical skills necessary to be able to judge what was needed in individual cases.

253. Legal instruments were the most precise of ILO tools. They referred to the particular, they were the *raison d'être* of the ILO, and the number of instruments ratified was testimony to the esteem in which this aspect of ILO work was held.

254. Technical cooperation activities were in many ways the most visible expression of the ILO at work. Projects did not have to use high technology to achieve results and often the same productivity was to be had using employment-intensive methods, with the added bonus of job creation. Experience showed that it could be done, and the development of national poverty reduction strategy papers (PRSPs) was another example of the unique contribution the ILO was making to development programmes under the auspices of the World Bank.

255. All of these tools were used by the ILO, but measuring their effectiveness was fraught with difficulty and would require much more thought and refinement. But it was not a problem unique to the ILO and the Office would welcome the help of Governing Body members who could contribute expertise from ministries, businesses and the trade unions in the search for a solution. Customer satisfaction surveys would be one of the means of judging the effec-

tiveness of programmes because the Office needed to know whether end-users were happy with ILO services.

256. The ILO knowledge base was closely linked to its most valuable asset, the skills and knowledge of its staff. Human resources were the key to ILO success and this was the logic behind the request for funds to strengthen institutional capacity and staff training. One of the greatest challenges facing the ILO was how the steady rhythm of staff development and knowledge development could be reflected in the strategic framework. But one thing was certain – the ILO's credibility depended on the quality of its staff and it would not get the results it wanted without committing itself to investment in their professional development.

257. A lot had been done in the last three years or so to put in place the new strategic framework and to get started with the Decent Work Agenda, but much more needed to be done to finish the job. Everybody believed in the goal, but it could only be accomplished with continued dialogue and cooperation between the governments, the social partners and the Office. As Director-General, he was confident of success.

258. The Committee took note of the Office paper.

Appendix III to document GB-283/9/1
Additional comments on document GB.283/PFA/9 by the Employers' group

ILO programme implementation 2000-01 (Ninth item on the agenda)

Employers' additional comments on GB.283/PFA/9

The fourth paragraph, in which the Director-General sets out his view of the impacts of the ILO, is noted with interest.

Paragraph 11, which summarizes the first stage in the application of strategic budgeting, indicates that this stage is considered to be complete. We had understood that there was to have been a review of the regions. Has this been completed?

We thank the Government of the United Kingdom for its support for the process of organizational renewal (paragraph 13). We encourage donors to continue assisting with the lessons learnt, particularly with performance measurement (paragraph 14, fourth bullet point).

Paragraph 22 states that the first strategic objective now accounts for more than half of the ILO's extra-budgetary technical cooperation. The Employers are concerned about the trend away from support for employment and urges donors to look again at their support for this area.

On the first objective, we would request explanations on paragraphs 24 and 25. It is strange that paragraph 24 does not mention the identification of Conventions, which may present obstacles to ratification. Also, in the following paragraph the Office does not mention the need to remove some instruments. In paragraph 26, we agree with the text, but our concern is that assistance should also be given before ratification. Is it a sign to compel governments to ratify? On paragraph 28, we would like to know some concrete examples of negative changes and to know which lessons the Office has learnt.

The work led by the ILO on child labour is very impressive and it is the best picture that the ILO can show on what it can do. Despite these efforts, the Employers have two concerns. The outcome of the indicator 1b.3 is very weak and we are very upset by it. The girl child labour is a big problem with the questions of prostitution, human traffic and domestic service and the ILO should give particular attention to this question. With the indicator 1b.5, the outcome is positive, but the paper does not indicate the quality and efficiency of the service. If to give a poster means that the Office has one more case of service provided, it is weak and the ILO must improve the definition of this indicator. The ILO should give a definition of a "service". Paragraph 33 should be explained by indicating if there are other constraints apart from the one referred to (staff resources?) to obtain full achievement. In paragraph 35 we would have appreciated more detail of the different kinds of monitoring systems and on their efficiency. The Office should detail this information.

We also have concerns about operational objective 1c, which we feel should be revisited in future programme and budgets. We do not call into question the work of the Committee of Experts, but the outcomes are inferior to the targets. Moreover, there is a diminution between 2000 and 2001 (indicators 1c.2 and 1c.3). It means that 30 per cent of the information is not being processed. Do we need to review the content of the questionnaire and the role of the Committee of Experts?

We should note that notwithstanding the strategic budgeting approach, there are occasions when activities are very important. This is illustrated by the success of the activities with respect to possible improvements in standards-related activities (paragraphs 38 and 39).

We commend the in-depth study on the management and organization of work of the department (paragraph 43). Would it be possible to have a copy of it?

On the question of Guatemala (table, page 12), it seems that this was not done through a tripartite process, but through external pressure.

A general comment on the normative action and given the indicator 3a.3, we should develop codes of practice more often, which give a very good outcome.

On the second strategic objective, the Governing Body will remember that the issue of employment is a crucial issue for the Employers' group. The outcomes are positive, but the paper does not mention the importance or detail of the ILO input into national employment and human resources policies. The efficiency and effectiveness of advice or recommendations is difficult to calculate, but the indicators do not sufficiently reflect the real quality and influence of the ILO on national employment policy.

In paragraph 45, we note again the decrease of the UNDP funding and we ask the Office what actions are being taken to solve the problem.

In the first sentence of paragraph 59 reference is made to new approaches and partnerships to improve job quality in micro-enterprises and to strengthen organization in the informal economy. What were these approaches and partnerships, how was job quality improved and how was organization in the informal economy strengthened?

The Employers commend the important work being done to assist in the preparation of PRSPs (paragraph 49). The paper could also have provided more information on the policy recommendations that emerged from the tripartite discussion on the report of the CEPR as in the case of Pakistan in the table on page 15.

We would like to have some information on the role of the ILO in "social finance". What does it mean and what is the role of the ILO, especially with regard to the World Bank (paragraph 61)?

On the third strategic objective, there are few things to say other than to repeat that this section was refreshingly introspective. The outcomes are positive except for maternity protection, but with an "unratifiable" instrument, it is difficult to propose a concrete policy.

We note that no mention is made in the paper of the Global Social Security Trust Fund.

On the fourth strategic objective, the outcomes are positive, especially the work led by ACT/EMP. The programmes set out in paragraph 112 are noteworthy because they are strictly demand driven, and because strategic programming is an essential component, they are focused and outcomes driven. We are concerned at the prominent role given to the InFocus Programme on Social Dialogue to the detriment of strengthening the social partners. The Office must balance and give more priorities on the development of social partners.

On the cross-sectoral programmes, the ILO should develop indicators and targets for the Turin Centre and for the Institute to harmonize with other ILO activities.

Finally, on governance, the ILO has made some improvements, but some external evaluation would be welcome and we recognize the difficulty to describe indicators and target on this subject.